The Way of the Radical Business

Simple strategies to grow your conscious, green, community minded business

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The Zen of Attraction
by Thomas J. Leonard

1. **Promise nothing.** Just do what you most enjoy doing.

2. **Sign nothing.** Just do what doesn't require a signature of any kind.

3. **Offer nothing.** Just share what you have with those who express an interest.

4. **Expect nothing.** Just enjoy what you already have; it's plenty.

5. **Need nothing.** Just build up your reserves and your needs will disappear.

6. **Create nothing.** Just respond well to what comes to you.

7. **Seduce no one.** Just enjoy them.

8. **Adrenalize nothing.** Just add value and get excited about that.

9. **Hype nothing.** Just let quality sell by itself.

10. **Fix nothing.** Just heal yourself.

11. **Plan nothing.** Just take the path of least resistance.

12. **Learn nothing.** Just let your body absorb it all on your behalf.

13. **Become no one.** Just be more of yourself.

14. **Change nothing.** Just tell the truth and things will change by themselves.
the way of the radical business

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Section One: introduction & welcome
In March of 2006 I hosted a very special, one-time-only call where I spilled the beans on my overarching perspective of marketing. I gave a birds-eye view of how I see the process. I had an overwhelming response of people wanting to get on the call. Below is a complete, 41-page transcript of that call. I hope you enjoy and find it useful.

Introduction & Welcome:

Welcome to the call everybody. My name is Tad Hargrave and this is a call hosted by Radical Business.

Gosh, we’ve got a lot of people on this call. We’ve got people from Brooklyn, Sacramento, Calgary, Edmonton, Halifax, Mahone Bay, Dartmouth, Fairfield, Iowa; Spokane, Washington; Toronto, Seattle, Kitchener, Waterloo, New Castle, Port Angeles, Des Moines, Gent, New York; Eugene, Oregon; Kenmore, Alberta and Montreal.

So we’ve got a huge, wide range of folks on this call. The reason I’m doing this call is because in the last few months really since I would say November, and in November, I’ve been having a real sort of renaissance and a lot of shifting in my thinking around marketing. I don’t know of anything new but it’s kind of been re-contextualized.

What are you going to learn? Well, here’s a sample:

- a brief - but crystal clear - breakdown of who this new ‘green market’ is (and a definitive answer to the question of if they’re willing to pay more money for ‘green’ products or services)
- the difference between your inner and outer marketing game (and why more than half of you are focusing on the wrong one.
- depth marketing - the four levels of your inner and outer game
- the two elements that make up a strong niche
- the three critical components of a strong niche
- the three secrets of crafting an irresistible offer
- the seven types of hubs you can use
- the three must-have qualities of a good hub
- the twenty principles of word of mouth marketing
- the three core components of any word of mouth marketing you will ever do
- a few quick cash-flow secrets that could increase your cashflow by 10% overnight. And I think that’s very conservative.
A lot of that I have to credit with my friend from Seattle, Dominic Canterbury who some of you know. His web site, if you ever want to check it out, is www.DC-Strategic.com. That’s DC as in Dominic Canterbury-strategic.com. He’s a word of mouth marketing specialist.

He and I ended up leading a marketing training together in Seattle that some of you actually attended, and it was interesting. We never actually met before I went to Seattle. I just had heard about him, called him up, and grilled him on his politics for about half an hour.

He wasn’t radical but he was progressive enough, we decided to do a training together. I really liked a lot of what he had to say. I’ve been fiddling with that material on my last two marketing events.

**A Bit About You:**

Do you feel frustrated and overwhelmed at the thought of handling your marketing?

Being real, business can be hard. Again: 95% of businesses go under in the first ten years. If you’re feeling like it’s a struggle - you’re not crazy. It can be so hard. I know that for many of you, there’s the pressure of debt growing higher and higher and the feeling like there’s a million things you have to do - without the support to do them all. You’ve got lots of ideas but only so much time. And some of you have put in so much time but it’s still not working and you find yourself saying to yourself, “How can I put all of my heart and soul into something that feels so right, that’s doing so much good and yet nothing happens? Is this what I’m supposed to be doing? How can I put in so much effort and nothing happens?

I put ads everywhere, I email my list and yet there’s NO response. I put out brochures I spent a fortune on and NO response? And then sometimes, when I’m doing nothing, a flood of business comes. Does it even matter what I do?”

I know that many of you have sort of, ‘lost money trying to make money’. You’ve sacrificed a lot to get to where you are now. And the most frustrating and confusing thing is - you don’t know what to do to fix it. You don’t know where to go from here. You don’t see a clear relationship between your own actions and the results you’re getting.

Let me ask you honestly:

- Find it hard to fit marketing into your schedule?
- Avoid networking, writing and speaking?
- Think small about what your business can achieve?
- Start a marketing plan and then abandon it?
- Complain that business is slow and the economy is to blame?

Are you feeling a bit hopeless and helpless? Have you maybe settled for where things are at?

So, let me start off by saying this: You aren’t crazy. You aren’t alone.
In fact, I’d like to tell you a story . . .

**The Backwards Dentist from Australia**

Most people don't realize it, but the dental profession has one of the highest depression and suicide rates of the entire medical industry. Let's face it: nobody likes going to the dentist. Most people associate a tremendous amount of pain to the thought of seeing the dentist. After all, you only see the dentist when you're in pain. And then . . . they cause you *more* pain.

It isn’t easy having a job that makes people wince at the mention of it. But, I digress – let me tell you a true story:

There is a dentist in Australia named Paddi Lund (www.paddilund.com), who was beginning to feel extremely depressed and seriously considering taking his own life.

Here’s what one of his associates had to say:

Have you ever had a hard day in your business? How about a hard month? Or a hard year?

Well, Paddi did. Quite a few of them, in fact.

A whole string of stressful days and worrisome nights while, like most of us, doing everything he could to build his new business. Early in his career as a business owner Paddi,

- Borrowed as much money as the bank would allow to fit out his practice,
- Put up as big a sign as he could get away with at the time,
- Worked all the hours he could squeeze from a day – 6 sometimes 7 days a week,
- Took any warm body that graced his doorstep as a client,
- And hoped like hell they’d appreciate his skills and expertise enough to buy his dentistry.

After about 5 years, Paddi was doing all right – he had several thousand clients and was, packing, filling and slingling amalgam like it was going out of fashion. He was just ahead of the bank draft, but he was a bit tired from the constant effort.

After 10 years Paddi had a nice house and ate in nice restaurants, but he was getting a bit ‘thin’ and jaded. After 15 years, despite a healthy bank balance, he was on the edge … and he eventually toppled over it. He had a break down. Literally, his business broke him!

As you probably realise, Paddi recovered and in a spectacular way (for the full story listen to Paddi tell his story in his own words at [http://www.solutionspress.com.au/page.asp?nid=vzlpp&name=AudioAndVideo_OriginalPaddiAudioStory](http://www.solutionspress.com.au/page.asp?nid=vzlpp&name=AudioAndVideo_OriginalPaddiAudioStory)) but not before he went right to the very depths of his
misery and pain, and of particular relevance to us, wondered how on earth his business had managed to bring him to this point.

But it was this point that proved the catharsis. It was at this point that Paddi asked himself one simple question that changed the destiny of his business and life forever…

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Paddi’s life-changing Question:  

“If a business can be designed to make money, why can’t a business be designed to make ‘happiness’ instead?”

In other words, what’s the point of making money if misery is part of the equation? For Paddi, that was a sharp left turn onto the road less traveled right off right off the highway of convention. Everything that’s different about Paddi’s business stems from this simple realisation.

“But what has happiness got to do with running a business,” you might ask. Well, plenty. And in ways you can’t possibly imagine until you hear the story.

We’ll talk about that in detail in the next edition of the Paddi Pages. Before I sign off though, consider this last thought:

What would your business look like if it were designed to bring you pleasure and enjoyment?

Or to put that another way, what are the biggest frustrations you’d have to sort out before you could possibly say you’re having a good time at work?

How did this happen?

A friend of his convinced him to attend a marketing training. At this seminar he realized the all-important life lesson that: there are no rules.

He realized that he had been unknowingly, and unwittingly, limiting the level of his income, the level of his happiness and the level of his connectedness to all of his clients.

He went back to Australia inspired and he made some significant and powerful changes. He did everything backwards.

“Lock your doors, take your name out of the phone book, stop all advertising, and get rid of half your customers!”

He started to do, essentially, the opposite of what every other dentist was doing. Like what? He fired over half of his clients (the ones who were draining him), he took his name out of the phone book, got rid of any signage or advertising, took a chainsaw to his reception desk and locked his doors.

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What happened? Paddi and his team moved from average dental income to 3 times average income, from a 60-hour week to a 22-hour week, from two months production in debts to negative accounts receivable, and from stress to joy at work.
Currently, he has a waiting list over two years long, and people will pay over $600 for the plane ticket to fly and see him for an appointment. He has zero receivables in his business -- he is not waiting for any of his clients to "pay up on their tab". His clients revere him and treat him like a dear and cherished friend and a trusted adviser.

I'm not making this up. I was recently speaking to Michael Basch, who was one of the founding Vice Presidents at Federal Express. He told me that he had actually visited Paddi Lund's dental office. I was excited because, while I had certainly heard stories about Paddi Lund, I'd never met anyone who had met Paddi or visited his clinic. So, I asked Michael, "what was it like?"

Michael told me that he thought Paddi Lund's dental office was the best run business on the planet. He told me that his experience in Paddi Lund's office was the closest experience he had ever had to experiencing unconditional love in a business context.

I began to realize that what Paddi Lund did was certainly not limited to dentistry. That every single business owner could have the equivalent of that success for their own industry. Every single business owner could have raving fan clients like Paddi, every single business owner could only work with the most perfect, ideal clients - people who they like and respect. Every single business owner could create a business where they no longer have to beg or feel like they are losing their integrity in order to sell their product or service. It's just that nobody thinks this is possible, and even the ones who think it might be possible have no idea how to do it.

But, before I continue, let me also say that I don't have all of the answers. I may not have the answers you need. I just have what I have. It may not be the answers you need to hear or presented in just the right way that you need to hear it.

But I hope that in sharing my experience with you and what I’ve learned that it might help you at least uncover one or two pieces with which to move forwards.

How I Got Started:

So, I thought I'd start by giving you a bit of background about who I am and how I came to be teaching marketing to hippies. (laughter)

When I was 18 I started my first business, called the School Revolution. I did workshops for high schools around school spirit and such. During that time I was also working for a leadership development seminar company. And I started getting introduced to a lot of what I’m about to share with you. Cutting edge marketing information. A few things shocked me about it all. First, how simple it was. Most of it was common sense. There wasn’t much that was revolutionary. Second was how effective such simple things could be. I was dumbfounded by how much more money this kind of information could make people. I saw, in extreme cases, examples of people
changing just the headline of a 10 page sales letter - only the headline! - and getting 21 times the response of their previous version. Just the headline! I was so amazed. I saw people applying this material and it was like they turned the faucet and money started pouring out. It was shocking to my 18 year old mind. But third - was how expensive it was. I saw five day seminars that cost like $5,000. Not including food or hotels or anything. I was shocked that anyone could afford to go. I remember one seminar that was $25,000 because there were only 30 people allowed. Most of these seminars were huge. Like 500 to 1000 people. I’ve probably spent over $20,000 on seminars in my lifetime.

But, during this time I also became more ‘radicalized’ in my politics. I got into the activist scene and started to understand that capitalism might have one or two issues with it. I was so heartbroken when I started to see how race and class issues worked in the world. And I began to see that the people with the most radical, local, green, cool businesses - the people of colour and lower income people, women etc. would never be able to afford the kinds of trainings I’d been to. When a two and a half day training costs $1693 on average (from some random sampling I did) . . . they’d never be able to afford. To make it worse - they’d never even hear about it. To make it worse - even if they did hear about it and found a way to go they’d probably get really pissed off at all the capitalist rhetoric and lack of any meaningful political analysis.

So, I wrestled with, “how can I get this material to the people who need it most but can afford it the least?” and I came up with my current model of offering my marketing workshops on a pay what you can basis. Meaning that people attend my weekend but don’t pay me a dime until the last seven minutes. And people genuinely pay me whatever they want to pay.

Many of the worst businesses (ethically, environmentally etc.) are so profitable, in part, because of this information - because they know how to market what they do. And it seemed insane to me - the vicious spiral: companies that are already rich and awful can afford trainings to be even more rich and awful whereas companies that are struggling to do good can never afford the training or consulting to start making more money and do even more good.

I could go on and on about the inherently and irredeemably destructive nature of capitalism but I’ll uh . . . save that for another call . . . (laughter)

So, that’s really been my mission with Radical Business - to liberate this material and information that’s hoarded by the corporate elite and share it with those who need it most but can afford it least. To take out the unethical, slimy and shady aspects of marketing but keep the gems that work.
Section Two:
the new conscious economy
The End of Business As Usual . . .

And, you know, as I travel I hear the same thing again and again: people are sick and tired of business as usual. They’re tired of the world being run by huge multinational corporations. They’re sick of the same old manipulative sales and marketing tactics that they see being used. People are craving something that feels more real and authentic instead of synthetic and contrived.

The Problem of the Suicide Economy:

(This next section is a compilation of the writings of David C. Korten, Michael Shumacher, Victor Bremsen and Judy Wicks).

David Korten: Having reached the limits of an Era of Empire, humanity is compelled to accept responsibility for the consequences of its presence on a finite planet, make a conscious collective choice to leave behind the excesses of its adolescence, and take the step to species maturity. It is the most exciting moment of opportunity in the history of the species.

The Era of Empire embraced competition and domination as its organizing principles, hierarchy as its favored organizational form, and ultimately chose money as its defining value.

The Empire Era created a them/us mentality that justified exploitation, slavery, and genocide, and glorified domination over other peoples and nature.

It has led to the emergence of a global suicide economy — otherwise known as the corporate global economy — that is rapidly destroying the social and environmental foundations of its own existence and threatening the survival of the human species. It is the Era's final stage.

The global corporations that are the ruling institutions of the suicide economy are required by law, structure, and the imperatives of global finance to maximize financial returns to absentee owners without regard to the consequences for people or planet.

In short, they are programmed to behave like cancers that seek their own unlimited growth without regard to the consequences.

As these pathological institutions have consolidated their power, the imperatives of global finance have come to dominate the economic, political, and cultural lives of people, communities, and nations everywhere.

* * *

Victor Bremsen (Retired Management Consultant and Business Turn Around Specialist):

For example: over the last 40 years, North America has rapidly moved from downtown “main street” economies populated by local independent businesses devoted to serving community needs to a global “Wall Street” economy dominated by huge predatory discount chains located in the middle of vast

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parking lots seeking to extract the maximum profit from local consumers in the shortest possible time.

With household names like Wal-Mart, Home Depot, Costco and many others, these chains mimic the behavior of predator species characteristic of immature ecosystems.

In simple terms, they destroy all other competing businesses in their path. Our financial economy specialists proclaim how wonderful their increase in market share is, without taking into effect the damage done to our communities.

Owned primarily by investors without a stake in the local community, these "predators" force community based competitors out of business by pricing very low, sometimes even below cost.

They accomplish this partially by making their suppliers dependent on them and then constantly squeeze them for greater margin.

In the short-run, predator chains keep consumers happy with lower prices and small investors with attractive returns on investment. The substantial costs to the community are less visible, but become ever more substantial over time.

These costs include loss of entrepreneurial class local business, losses of higher paid jobs, loss of environmental standards, increased need for automobile usage and loss of support for building community infrastructure.

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**Judy Wicks, White Dog Café:**
The movement for socially responsible business is changing.

- Many, if not most, of our model companies who began the movement and taught us so much, have been or are being sold to large businesses which continue to grow larger and larger (e.g. when Unilever -- with hundreds of brands -- bought Ben & Jerry's Homemade Ice Cream Inc., in April 2000. But the movement certainly had the breath knocked out of it. The Vermont company that had served as a model of fairness to workers and an advocate for the environment had been absorbed into the sort of entity that Wicks and her ilk had been fighting: multinational behemoths that in their view transfer wealth out of local communities).

- Since the early 1970s, decisions by corporations to move operations to another state or abroad have cost US workers and communities some 75 million jobs. Most of these jobs were in the better paid manufacturing sector, with the bulk of the remaining jobs lost being backroom operations that support service and retail firms.

- Capital mobility is thus a major reason why 80% of US households have seen their incomes stagnate or decline over this same period.

- Non-profits have serious impediments to being efficient producers of goods or services: more hands-on boards that occupy inordinate staff time; legal barriers to accumulating assets and hence collateral for financing expansion; social missions that often compel them to pay more for unproductive workers than private firms would, and high turnover of the most productive staff.

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The Solution - The Conscious Economy:

"The solution to globalization is not to throw rocks at big businesses like Wal-Mart but to build the alternative," says Shuman, author of *Going Local: Creating Self-Reliant Communities in a Global Age.*

The "alternative" that Shuman is talking about includes not just businesses that are planted on Main Street but entire economies that are locally based. "The more times a dollar circulates in my community, the more jobs, income, and wealth there is in my community," says Shuman.

And if that well-worn dollar must go elsewhere, let it go to another locally owned business, not to a global corporation. Local business people are as threatened by giant national and transnational industrial, financial, service, and retail corporations as working people are.

Part of the reason Shuman is so high on locally owned for-profits is that "Americans are unlikely to hitch their future to these unconventional corporate forms [cooperatives, non-profits, and public enterprises]... The nation's ideological commitment to private property and the profit motive, reinforced by the mythology of the rugged individual, are too deeply etched into our collective psyche." (p.99).

The human future depends on moving beyond the self-limiting and ultimately self-destructive ways of Empire to become a new *Era of Community* in which life is the defining cultural value, cooperation and partnership are society's organizing principles, and networking is the predominant organizational form.

The culture and institutions of the global suicide economy must be replaced by the culture and institutions of a *planetary system of living economies* that mimics the behavior of healthy living organisms and ecosystems.

**Living Economies.** A living economy is comprised of fair-profit [in contrast to profit maximizing] and not-for-profit living enterprises that are place-based, human-scale, stakeholder-owned, democratically accountable, and life serving.

In contrast to the publicly-traded, limited-liability corporation, which is best described as a pool of money dedicated to its self-replication, living enterprises function as communities of people engaged in the business of creating just, sustainable, and fulfilling livelihoods for themselves while contributing to the economic health and prosperity of the community.

Millions of such living enterprises already exist throughout the world. Many have been around for generations. Many people already have a preference for patronizing such enterprises.

Although the foundation of a planetary system of living economies already exists, it remains for these enterprises to recognize and value the potentials they embody and to consciously advance...
the formation of living economies by growing new webs of relationships among themselves as they walk away from the pathological culture and institutions of the suicide economy.

As living economies become established and recognized as viable and attractive alternatives to collective suicide, they will become a favored choice — of the culturally conscious for employment, shopping and investment — attracting ever more life energy away from the suicide economy and to themselves.

The process will accelerate as living economies offer an increasing and ever more visible variety of viable, beneficial options. Ultimately, the culture and institutions of economic pathology will give way to those of economic health.

The Era of Community is the opposite of the them/us mentality of the Empire Era, with qualities of oneness, sharing, caring, and non-violence - what Martin Luther King called "the Beloved Community." Creating an economic system, which models these qualities, a "Living Economy," that will provide an alternative to the Suicide Economy of the Empire Era is a challenge for today's entrepreneurs.

The new movement is not about maximizing profits, but about maximizing relationships. Rather than striving for continuous growth, national branding and centralized control, new models are scaled to build authentic and meaningful relationships, which add to the quality of life in our local communities and natural environment.

In short . . .

People want fair trade not “Free” trade, alternative education that nurtures the whole child, not just reading, writing and “rithmetic”, a maximization of relationships, not of profits; honesty and transparency, not more lies, hype and manipulation; naturalness, not pretense; the growth of consciousness and creativity, not brands and market share; democracy and decentralized ownership, not concentrated wealth; a living return, not the highest return; a living wage, not the minimum wage; a fair price, not the lowest price; sharing, not hoarding; simplicity, not luxury; life-serving, not self-serving; partnership, not domination; cooperation, not competition; win-win exchange, not win-lose exploitation; family farms, not factory farms; biodiversity, not monocrops; cultural diversity, not monoculture; creativity, not conformity; slow food, not fast food; our bucks, not Starbucks; our mart, not Wal-Mart; a love of life, not a love of money.

We’re tired of seeing this suicide economy steal by enslaving people to produce chocolate, by destroying the environment and thus stealing people’s ability to live there, by stealing the clean air, water and land we rely on to live. In short - stealing our very future.

If you’re on this call, you probably agree with me that each particular place has its own gift. What’s appropriate in one place will not be in another. This green business movement must be about the redistribution of wealth and power. That’s part of why I do almost all of my events on a pay what you can basis.
The only way we can survive is to bring our energy, money and attention back home - to localize again. I think this movement (in its many forms) is one of the most important movements of our times.

And I think we’re seeing what Paul Hawken, author of Natural Capitalism, describes as a sort of third generation of conscious business. Each generation has had a fundamentally different orientation towards its relationship to the rest of the world.

The first generation was all about Containment: You saw it in the Bhopal chemical disaster, the Chernobyl nuclear disaster and in the Exxon oil spill. There was this sense that harm is inevitable. It’s the cost of doing business. It’s just ‘collateral damage.’

The second generation focused on Enhancement: there became a sense that “it could be better, business could do good”. People began to say, “Okay, if it meets the business case, if it makes good money we’ll do it.” Harm was no longer seen as inevitable. It could be prevented if it convenient and profitable to do so.

But he suggests that there’s the beginning of a third generation focused on Transformation: there’s a growing sense that it’s no longer good enough to ‘do no harm’. We’re seeing a fundamental shift from single to multiple bottom lines. Profit is no longer King to many businesses.

So, we’re in an interesting time really. On one hand we see this incredible growth in organic food but, in reality, only 0.4% of U.S. farmland is dedicated to organics. Fair trade coffee seems to be showing up everywhere - but it’s only 2% of the market. The conscious economy is growing fast but it’s nowhere close to where we need to be.

Psst . . . here’s a secret you already know . . .
there’s more than ONE economy.

The way “out of the game” is to realize that there’s another one game in town. Margaret Thatcher justified her ridiculous policies by saying “There Is No Alternative”.

Bull.

I suggest that there are actually TWO economies: The Suicide Economy and the Conscious Economy. The first is on its way out (never was sustainable anyway) and the second is one its way in.

1) The Suicide Economy – this would be the big thing destroying the planet we’re all trying so hard to ignore. It is fast paced, globalized and highly competitive. Much like Frankenstein it is our own creation that will likely kills us.

2) The Conscious Economy – This economy is slower paced, localized and highly cooperative. It’s not about maximizing profits, but maximizing relationships.
The answer – for you and for all of us - is NOT to find ways to become more successful in the current Suicide Economy. It is to find ways to shift, personally and collectively to the Conscious Economy – to Local Living Economies.

What is a Local Living Economy?

Perhaps the best resource on this is the Business Association for Local Living Economies (www.livingeconomies.org). Here’s how they put – see if this doesn’t resonate deeply with you:

A Local Living Economy ensures economic power resides locally, sustaining healthy community life and natural life, as well as long-term economic viability.

A Living Economy is guided by the following principles:

1. Living economy communities produce and exchange locally as many products needed by their citizens as they reasonably can, while reaching out to other communities to trade in those products they cannot reasonably produce at home. These communities value their unique character and encourage cultural exchange and cooperation.

2. Living economy public policies support decentralized ownership of businesses and farms, fair wages, taxes, and budget allocations, trade policies benefiting local economies, and stewardship of the natural environment.

3. Living economy consumers appreciate the benefits of buying from living economy businesses and, if necessary, are willing to pay a price premium to secure those personal and community benefits.

4. Living economy investors value businesses that are community stewards and as such accept a 'living return' on their financial investments rather than a maximum return, recognizing the value derived from enjoying a healthy and vibrant community and sustainable global economy.

5. Living economy businesses are primarily independent and locally owned, and value the needs and interests of all stakeholders, while building long-term profitability.

6. They strive to:
   - Source products from businesses with similar values, with a preference for local procurement
   - Provide employees a healthy workplace with meaningful living wage jobs
   - Offer customers personal service and useful safe, quality products
   - Work with suppliers to establish a fair exchange
   - Cooperate with other businesses in ways that balance their self-interest with their obligation to the community and future generations
   - Use their business practices to support an inclusive and healthy community, and to protect our natural environment
   - Yield a 'living return' to owners and investors
Why We Need To Handle Our Marketing

Did you know that the quantity of direct mail has doubled over the past 10 years? Meaning, the average household receives twice as much direct mail today as it did 10 years ago.

Did you know that the average person receives around 3000 marketing messages per day?

People hate being sold to. They’re increasingly (and entirely justifiably in my mind) sick and tired of the hype and cynical of advertising.

Every year - in almost every industry - there’s more and more competition - there’s more choices. You’re likely feeling that pinch yourself.

Did you know that 95% of businesses fail in ten years. Meaning 95% of you on this call won’t be in the business you’re in ten years from now.

But, if you’re on this call, my guess is that you’re not in this game to ‘get rich’. You’re in it to live a good life and meet your needs. You’re in it to have fun and contribute.

Money probably isn’t your prime motivator. Although the lack of money might be . . . (laughter)

So . . . I think it’s important to highlight some of the reasons to handle your marketing that don’t have to do with money. The first is reason is that most of what’s sold today is shit. Pardon the language. But this world is so filled with chemically based, poisonous, toxic products and you represent a hopeful alternative to those things. Increasingly, products are sold through box stores that siphon money out of the very communities they’re based in. The CEO gets richer while the community grows poorer. You represent a hopeful alternative to that.

But, it’s not enough that these great alternatives exist - people need to know about them. Does that make sense? And how are people going to find out about them?

Marketing.

Also - in my experience for everyone of you on the call today there are dozens and dozens of people behind you. And they’re considering getting into business. They’re thinking about starting up that holistic practice. They’re sitting with the idea of opening up an all organic restaurant. They’re considering starting that non-toxic housecleaning company. And they’re looking at you. You’re further down the path than they are. And, if they look at you and they see you broke, struggling, miserable and angry at ‘the man’ - they think, ‘maybe I’ll wait a while.’

But if they see you thriving. If they see you doing well financially and enjoying your life immensely, they think . . . “Well, maybe this is possible.” You are being watched. And not just by the government! Isn’t that comforting. I always invite people to sign up on my email list because “the CIA knows where I am and so should you.” (laughter)
The point is that if the titanic’s sinking and all you do is yell “it’s sinking.” It’s not that useful. They’re going to hold on for dear life. But if we pull up in a big, green, beautiful, biodeisel powered boat with great live music and beautiful organic food - they’ll jump over like crazy.

**Remember: Misery is unsustainable and self sacrifice is unappealing.**

So, we need a better party. (laughter)

And your business can play an important role in that. The point is - there’s reasons beyond ‘making money’ to handle our marketing. And speaking of money - I bet that you’d like to *never invest another penny in the destructiveness of the current system.*

But it’s not so easy, is it?

After all, there’s are increasing ways to SPEND your money consciously but how many ways are there for you to MAKE your money consciously?

It breaks your heart to see how the big the gap is between where we are and where we *could* be. It’s a deadly merry go round and it’s not easy to get off – especially since it keeps speeding up.

You’d like to eat only organic food but it’s expensive. You’d like to not have to drive a car but you feel forced to by circumstance. You want to buy from more conscious companies but you don’t always know which ones are legit.

Why you making more money is a **GOOD** thing for the world

There are too many good people, like you, doing good things who are struggling in their businesses.

**And, let me be blunt: you’re struggle is hurting the world.**

When people can’t buy from YOU – a more conscious business – they’ll likely buy from the convenient crappy corporation around the corner.

If YOU had more money in your pocket you know you’d invest it in life affirming projects. And your goal isn’t to get rich anyway! I may think capitalism is the devil but I also think you having more money is a very important thing. I think if your basic needs were met (and then some) you’d have more space in your life to be active in your community, to share with those who need it and to enjoy your life.

In a world where many feel trapped in the suicide economy we need role models of possibility. If people see YOU succeeding in a conscious way, it will inspire them to know it’s possible and to work towards it.

Like Marianne Williamson put it “your playing small does NOT serve the world.”
Too many spiritually and socially aware business people are frustrated with lagging profits and unresponsive marketing. Some, despite the brave face, are barely making ends meet. It’s heartbreaking to watch . . . but even moreso to go through.

In truth, I could have made money doing non-profit work (I have many standing offers), or from the corporate world, but I couldn’t bring myself to do something that my heart wasn’t into.

This is probably true for you too. Isn’t it?

After working one 9-5 job for two weeks I decided that I would never do that again. I couldn’t stand being subservient to someone. I was repulsed by vesting my life energy in something with so little meaning. I had to be in total control over the hours I worked. I needed freedom that only having my own business could provide.

For the past ten years I’ve watched my very close friends feel they have to either sell out or be broke and pretend that it’s okay. I have seen friends who used to be die hard activists trying to start businesses and struggle with how to stay true to their roots and yet also thrive as a for profit business.

I’ve seen people who were working within industries they knew were destroying the earth and lives of innocent people and rationalized it because they needed to pay their bills… but I saw how it gnawed at them.

But where can you find a high paying job for positive change agents in a global economic system that values only money, measures only money and turns all life into a commodity with a price tag to make money? **You know global corporate capitalism is destroying our communities and our world - but YOU need to pay your rent.**

As we transition from a suicide economy to a life-affirming one, YOU still need to eat. YOU still need to buy underwear and paper. For the foreseeable future - people are still going to need “stuff” and, like it or not, businesses will be providing much of it.

Given that reality, I want to see the locally owned bookstore thrive, not Chapters. I want to see the neighborhood coffee house bustling while Starbucks starves. I want your business – and businesses like it - to be overflowing with customers.

But here’s what I’ve found – see if you agree:

1) Most people have no idea about the level of destruction and injustice in the world

2) Most of the ones who do know feel overwhelmed by it

3) The few who aren’t overwhelmed feel caught between being “a broke activist” and "working for the man”. Personal success vs. the common good.

Many people give up then.
They commiserate with their friends about how there’s not much they can do.

But there are some brave souls out there, like YOU, who refuse to believe they had to choose and started a socially responsible business. A social venture. They are wrestling with the question: How do you make a living while making a difference?

Seeing this struggle made me sick inside, and so, finally, I decided to take some massive action. I decided to really learn how to market so I could help my friends end their financial suffering. And my own.

**Your All Important Role As Conscious Entrepreneur In Today’s World**

First of all . . .

You probably don’t appreciate the magnitude of the gift you’re giving the world. Not really.

You probably don’t appreciate fully the importance of locally owned, progressive businesses for the state of our planet.

And because of this – I’d guess that you don’t fully appreciate the importance of your business thriving – not to yourself but to the world.

But we need alternatives.

A great deal of the unconscious destruction of this world is driven by - I believe – unconscious daily choices. And those choices are kept in place by the deeply held assumptions and institutions of the Suicide Economy.

The challenge is that most of the alternatives are easily marginalized by massive marketing and advertising budgets and branding campaigns of larger corporations. Most efforts to create viable alternatives are either crushed or – more likely – the fizzle out when the visionary burns out.

That this world is in crisis is not a matter of debate. That we need successful alternatives fast is not up for grabs. The only question is how effective we will be.

**MY BOTTOM LINE:** If your business thrives the world is a better place.

So, how do YOU shift from the Suicide Economy to the Conscious Economy . . . **without losing your shirt**?!

I am in the business of helping conscious visionaries, like yourself, close the gap between where your business is now and where you want it to be.

I work with individuals who are currently, and passionately engaged in a for-profit social
enterprise and want to take it to the next level - but need help to do so. I work with social entrepreneurs who are open, willing to be challenged, coached and supported.

My vision is to help create so many incredibly profitable and thriving social ventures that, not only is traditional business given a run for its money - not only is it directly challenged - it is either transformed or replaced.

And, another reason it’s important is because so much of what makes our businesses great and ethical and green is invisible. Consider the following article . . .

**The Planet Wants You to Market Really Well**

by [Jerry Stifelman, The Change](#) on 07.12.07

Organic jeans look just like regular jeans. Fair Trade, Shade Grown coffee can taste just like conventional coffee. FSC-certified wood looks exactly like wood that's been poached from the rain forest. Unless you're an eye witness or a direct victim, crimes against the environment take place out of sight, out of mind. Shirts hang from racks in America, while the sweatshops that created them are half a world and tons of emissions away.

The sales racked up by businesses-as-usual are dependent on withholding information, not revealing it. Paul McCartney once said that "if slaughterhouses had glass walls, everyone would be vegetarian."

It's the same principle for most conventional products. Pesticides, particulate pollution, toxic runoff, industrial waste and shoddy labor practices are necessary to create most things -- but to actually sell the stuff, it's best to keep the public unaware of such things. The environmental sins of conventional businesses are invisible — unfortunately, so are many of the positive actions of good-for-the-world businesses.

As an environmentalist, and as a guy who leads a good-for-the-world branding agency, I suggest that treehugging businesses should become the most kickass marketers on the planet. Brand communication is a critical way to change the equation, and balance it in favor of responsibility over expediency, and in favor of products created with moral consideration as opposed to just cheap goods. Here's some thoughts on how to do it.

The key points of difference that set "green" or otherwise mission-driven companies apart from their conventional competitors require **communication**. Indeed — unless principled actions are turned into a brand asset, they put your company at a competitive disadvantage simply because being sustainable in a non-sustainable world is expensive. By openly and transparently telling the story behind our products and services, we can flip the equation, and turn responsible business practice into a competitive advantage. **Our conventional business competitors can't tell their full story. We can. The truth is our best tool.**

And we need to use it consummately, consistently and artfully.

Jerry Stifelman is founder and creative director of [The Change](#), a brand-strategy and design agency that works exclusively with companies and organizations that make the world more sustainable, equitable or authentic.
The LOHAS Market:

And of course, making more money is a part of it - the green market or LOHAS (Lifestyle of Health and Sustainability) market is big and getting bigger every year. It’s the fastest growing segment of the economy and represents about 25% of the population of North America. As of early 2007 it’s a $230 billion dollar industry - and it’s predicted to grow to $420 billion by 2010. Businesses that get on board with this now stand to do very, very well.

**Study: 86% Of Americans Involved In ‘Green’ Activities**

More than 84 percent of respondents to a new study believe “it is a moral obligation” to care for the environment and 86 percent already participate in at least one green activity such as conserving energy at home, recycling, driving a fuel efficient car, buying recycled products or picking up litter. However, the research also found that a main barrier to doing more “green” actions is people’s trepidation that such activities may associate them with extreme political or environmental viewpoints.

The study, entitled “Moving Consumers from Green Interest to Green Action,” was conducted by Insight Research Group in partnership with HGTV and the Natural Resources Defense Council.

Not surprisingly, given the increased media coverage of “green” topics, the study found that 40 percent of consumers say they are more aware of environmental issues now than they were in 2006. In addition, 81 percent of respondents think the current focus on environmental or “green” issues is “here to stay” rather than a “passing fad.”

The study found that Americans would be willing to do even more if they understood how a particular “green” action could help the environment as well as benefit them personally - 78 percent said they are “willing to make a lifestyle change for the good of the environment.” While many responded that “the best way to solve current environmental problems” is through individuals (72 percent) and businesses (64 percent) taking responsibility, most admit they can’t distinguish between the reality and the hype, and report it is hard to know what actions are truly good for the environment.

When asked why they participate in “green” activities, consumers reported the major motivators are that “it’s good for the environment” (82 percent), “it helps future generations” (78 percent), “it’s healthy” (78 percent), “it’s the right thing to do” (78 percent), and “it fits with my morals or beliefs” (73 percent). Interestingly, Insight Research Group’s consumer segmentation, People’s Approach to Green and the Environment (PAGE), revealed that consumers who are the most green, “Green Gurus” (17 percent), regularly participate in 4.1 green activities, while the rest of consumers — which includes Conscientious Citizens (24 percent), Guidance Seekers (24 percent) Bystanders (17 percent) and Hype Haters (18 percent) - are not far behind, regularly participating in an average of 2.5 green activities.
So, who is this LOHAS market?

- They're predominantly **female**: about 60% of them. Now, we're seeing a lot of males enter this category as well, so we can't say it's exclusive to females, but females seem to be the driving force.
- They're highly **educated**.
- They're about average income.
- They're the **least price sensitive**.
- They're very influential over the buying decisions of family and friends.
- They're **brand loyal** when a brand supports and continues to support their values and ideals.
- And, they're willing to **spend up to 20% more** for products that they believe in.
- They’re **avid readers and radio listeners**.
- They’re significantly affected by their concern for the **health** of their families, **sustainability** of the planet, **personal development** and the **future of society**.
- They’re one of the fastest growing groups across the state, nation and the world.
- They’re often alienated and misunderstood, and cannot be targeted by traditional marketing or PR efforts.

**Read that last one again if you didn't catch it the first time.**

Add to that the fact that this is a market that spends 20% more (minimum) on everything they buy, is VERY brand loyal, and absolutely loves to tell their friends and family about who they buy from and, well, you get the picture.

### Six LOHAS Market Sectors (updated 2006)

http://www.lohas.com/about.htm

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<thead>
<tr>
<th>Personal Health</th>
<th>Natural Lifestyles</th>
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<td>Natural, organic products</td>
<td>Indoor &amp; outdoor furnishings</td>
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<td>Nutritional products</td>
<td>Organic cleaning supplies</td>
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<td>Integrative Health Care</td>
<td>Compact fluorescent lights</td>
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<td>Dietary supplements</td>
<td>Social Change Philanthropy</td>
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<td>Mind Body Spirit products</td>
<td>Apparel</td>
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<td><em>US Market</em>--$118.03 billion</td>
<td><em>US Market</em>--$10.6 billion</td>
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<th>Green Building</th>
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<td>Home certification</td>
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<td>Energy Star Appliances</td>
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<td>Renewable Energy Systems</td>
<td><em>US Market</em>--$6.12 billion</td>
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<td><em>US Market</em>--$50 billion</td>
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<th>Eco Tourism</th>
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<td>Eco-tourism travel</td>
<td>Renewable Energy Credits</td>
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<td>Eco-adventure travel</td>
<td>Green Pricing</td>
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<td><em>US Market</em>--$24.17 billion</td>
<td><em>US Market</em> - $380 million</td>
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At first glance, it may appear that the six LOHAS sectors above have little in common. For example, a manufacturer of recycled plastics or one of the automakers that is working on next-generation, energy-efficient vehicles may not appear to have much in common with an eco-tour operator or a retailer of organic clothing.

But 30 million consumers believe there is commonality that transcends any operational and structural differences. The interconnections between global economies, cultures, environments, and political systems play a large role in the holistic worldview of the typical LOHAS Consumer, but equally important are the interconnections of mind, body and spirit within individuals.

This focus on Personal Development, with the ultimate goal of achieving his or her full human potential, is of utmost concern to the Cultural Creative. The current growth in this market group strongly supports the notion that spirituality is no longer relegated to the New Age periphery but is undeniably migrating to the center of mainstream cultural awareness.
PAGE Segmentation

People's Approach to Green and the Environment

**GREEN GURUS**
17% of the population

**Approach to Life**
- Feel empowered to make changes in their lives and the world.

**Approach to Green**
- Feel personally connected to the green movement and want to be a part of it.

**Key Demos**
- More female, middle-aged, college educated, liberal, Democrat, higher HH, more ethically diverse

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**CONSCIENTIOUS CITIZENS**
24% of the population

**Approach to Life**
- Conscientious citizens feel committed to giving back to their local community.

**Approach to Green**
- Believe green is important, but it is not their highest "do-gooder" priority.

**Key Demos**
- Older, more educated, no kids at home, slightly higher HH, own their own home, moderate politics

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**GUIDANCE SEEKERS**
24% of the population

**Approach to Life**
- Guidance Seekers are open-minded and feel uncomfortable taking a definitive stand.

**Approach to Green**
- Only feel comfortable with uncontroversial green issues and actions.

**Key Demos**
- Younger, less educated, middle of the road politics, average HH

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**Bystanders**
17% of the population

**Approach to Life**
- Bystanders feel overwhelmed and are focused on putting their lives on track.

**Approach to Green**
- Don't feel able to focus on green at this point in their lives.

**Key Demos**
- Younger, more likely to have kids at home, lower HH, more likely to be single

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**Hype Haters**
18% of the population

**Approach to Life**
- Hype Haters want to do good, but want clear evidence that their actions will make a difference.

**Approach to Green**
- Hype hater reject most green issues, but feel that protecting the environment is important.

**Key Demos**
- More HS, OS, less ethically diverse, higher HH, more likely to be retired, Republican/Conservative

*Source: PAGE segmentation study*
Shocker: ‘Natural’ Consumers Willing To Pay More For Green Products


Most natural-product consumers indicated they would pay more for environmentally friendly products, with seven in 10 consumers willing to pay up to 20 percent more, according to a recent MamboTrack study by Mambo Sprouts Marketing, which surveyed the buying habits of 1,000 natural product consumers and forecasted their expected purchases for the coming year. Only one in 10 respondents said they were unwilling to pay extra for green products and services. In addition, survey results showed consumers want to support businesses and retail stores that have green sustainable practices. More than 7 in 10 indicated it was important (41%) or very important (32%) to do business with companies that were environmentally responsible. For the coming year, while price was the overriding factor (60%) in their decision of where to shop, 1 in 2 or more consumers also identified the selection of healthy organic products (56%) and availability of organic produce (49%) as key factors as well.

When it comes to grocery spending in particular, natural category consumers indicated they were most likely to choose organic options for produce (60%), dairy products (54%) and child/baby food products (50%). Only one in four or fewer felt it was very important to buy organic in the categories of beer and wine (10%), pet food (23%) and desserts and snacks (23%). Natural and organic consumers plan to increase their use of environmentally-friendly grocery bags with 63 percent expected to increase their use of these green reusable bags and 62 percent expected to decrease their use of disposable plastic bags in 2008.

Green restaurants, hybrid electric cars, eco-clothing and eco-travel/vacations are among the earthfriendly products and services prospect consumers are targeting for 2008. About 7 in 10 or more natural and organic product consumers already use energy saving light bulbs (77%), recycled paper (69%), environmentally friendly cleaning supplies (68%) and energy efficient appliances (64%). Six in ten respondents indicated significant interest in expanding their earth-friendly practices by dining at “green” or eco-friendly restaurants (64%), buying a hybrid/electric car (61%), eco-friendly travel and vacations (60%) and buying clothing made from earth-friendly materials such as organic cotton, bamboo and hemp (61%).

According to the inaugural BBMG Conscious Consumer Report:

... nearly nine in ten Americans say the words “conscious consumer” describe them well and are more likely to buy from companies that manufacture energy efficient products (90%), promote health and safety benefits (88%), support fair labor and trade practices (87%) and commit to environmentally-friendly practices (87%), if products are of equal quality and price.

FIVE VALUES DRIVE CONSCIOUS CONSUMERS

From the ethnography — which observed the behaviors, experiences and values behind 24 consumers’ purchasing decisions in Lawrence, KS; Long Island, NY; and Livermore, CA — researchers first learned why these Americans are thinking more about the social and environmental impact of their purchases on the world in which they live. Specifically, after analyzing 1,000 photographs and 150+ hours of direct observations,
the ethnographers discovered five core values driving the nation’s more socially-minded consumers:

1. **Health and Safety.** Conscious consumers seek natural, organic and unmodified products that meet their essential health and nutrition needs. They avoid chemicals or pesticides that can harm their health or the planet. They are looking for standards and safeguards to ensure the quality of the products they consume.

2. **Honesty.** Conscious consumers insist that companies reliably and accurately detail product features and benefits. They will reward companies that are honest about processes and practices, authentic about products and accountable for their impact on the environment and larger society. Making unsubstantiated green claims or over promising benefits risks breeding cynicism and distrust.

3. **Convenience.** Faced with increasing constraints on their time and household budgets, conscious consumers are practical about purchasing decisions, balancing price with needs and desires and demanding quality. These consumers want to do what’s easy, what’s essential for getting by and make decisions that fit their lifestyles and budget.

4. **Relationships.** Who made it? Where does it come from? Am I getting back what I put into it? These consumers want more meaningful relationships with the brands in their lives. They seek out opportunities to support the local economy when given the chance, want to know the source of the products they buy and desire more personal interactions when doing business.

5. **Doing Good.** Finally, conscious consumers are concerned about the world and want to do their part to make it a better place. From seeking out environmentally-friendly products to rewarding companies’ fair trade and labor practices, they are making purchasing choices that can help others. These consumers want to make a difference, and they want brands to do the same.

“While consumers continue to prioritize personal and practical concerns like health, safety, price and quality, they are also looking to make a difference in the world,” said David Lubensky, founder of Bagatto, a San Francisco based ethnographic research firm. “We see a trend toward ‘self-centered consciousness,’ whereby consumers want companies to meet their personal needs and positively impact society.”

**The most important issues are the most personal.** The most pressing issues by far are those that most directly affect consumers – safe drinking water (90%), clean air (86%) and cures for diseases like cancer, AIDS and Alzheimer’s (84%). By comparison, only 63% of those surveyed described the more abstract issue of global warming as the most or a very important issue.

**A conscious boom.** The language and labels of the “conscious consumer” have penetrated the marketplace and become part of the consumer culture. Americans readily self-identify as “conscious consumers” (88% well, 37% very well), “socially responsible” (88% well, 39% very well) and “environmentally-friendly” (86% well, 34% very well). There is less traction with the term “green” (65% well, 18% very well), which continues to be viewed as more exclusive and harder to achieve.

**Making more informed decisions.** Consumers are looking beyond the buzz to make more informed decisions about the products they buy and the companies they support. To understand if a company “does good things for people and the planet,” most use magazines and newspapers (53%), certification seals and labels on products (52%), the Internet (41%) and advertisements (30%). Friends and family members (24%) are certainly influential, but do not appear to be the primary source of information for purchasing decisions.

**Moving beyond convenience.** Consumers have moved beyond just convenience when shopping for various products. While price (58% very important) and quality (66% very
important) are paramount, convenience (34% very important) has been edged out by
more socially relevant attributes: where a product is made (44% very important), how
energy efficient it is (41% very important) and its health benefits (36% very important)
are all integral to consumers’ purchasing decisions.

**Rewards for social responsibility.** When given a choice between products of equal
quality and price, consumers are more likely to buy from a company that manufactures
energy efficient appliances and products (90%), promotes consumer health and safety
benefits (88%), supports fair labor and trade practices (87%), commits to
environmentally-friendly practices (87%) and manufactures its products in the United
States (86%).

**Is it easier being green?** Consumers willingly engage in “easy” behaviors, such as
recycling cans, bottles and newspapers (55% always) and using energy efficient
appliances (46% always), but they often fail to adopt a plethora of more “demanding”
behaviors like carpooling (10% always), using public transportation (9% always) or
purchasing carbon offsets (3% always).

**INDIFFERENT TO ENLIGHTENED**
Finally, a segmentation analysis of the poll findings reveals four profiles of U.S.
consumers representing a broad range of attitudes and behaviors, including Enlighteneds
(10% of consumers), Aspirationals (20%), Practicals (30%) and Indifferents (40%).

1. **Enlightened** consumers are the most driven by their values when making
purchasing decisions and will go out of their way to reward companies who
align with their social goals.
2. **Aspirationals** are more likely to balance their ideals with convenience and
often switch between social concerns, availability and price when making
purchasing decisions.
3. **Practicals** are looking for convenience and prioritize products based on price,
quality and energy efficiency.
4. **Indifferents** are the least motivated by social concerns and prioritize price,
quality, convenience and products manufactured in the United States.

**INSIGHTS FOR MARKETERS**
In the end, three lessons for marketers and business leaders emerge from our research
into the conscious consumer:

- **Trust matters.** At a time of extreme clutter (messages, labels, products),
conscious consumers are prizing transparency, accountability and authenticity
more than ever. They are looking for deeper, more meaningful relationships – a
chance to participate in brands and be empowered by them. Companies who
align their values with their actions will earn enduring loyalty among conscious
consumers.

- **Self-centered consciousness.** While conscious consumers care deeply about
the world around them, they prioritize issues that affect them directly.
Companies offering products and services that deliver quality, affordability and
sustainability will do better with conscious consumers than those that do not.

To order the complete BBMG Conscious Consumer Report, visit

* * *

But how do you reach these people?
How do you articulate your messages in a way that will reach them and build credibility and not suspicion?

Well, if you want to delve deep, deep into this then that's where my new friend Colette Chandler comes in.

Click here to learn more about her.

Colette Chandler has helped businesses like you to generate thousands and double their sales by tapping into a hidden, lucrative, health-focused consumer market.

Here’s a little bit about what she has to say about this market:

“How to a LOHAS consumer, it’s not just about lifestyle, they don’t just buy organic food or energy efficient products. They’re actually active in all LOHAS-related product categories, which I’ll go into in a little bit. These include sustainable economy, ecological living, as I said, I’ll highlight those in just a moment. One of the things that’s really important, and I find this quite often, that people think of LOHAS individuals as very fringe consumers. And again, that is what the category started out as. They thought these are only the people who go to Wild Oats, and these are only the people who are on the fringe, and they’re more of the die-hard consumer. And again, that’s more within the leader category. So, it’s important to realize that there are leaders and followers.

Leaders will usually agree with a statement such as this: When given the choice to buy a product or a service, they’ll usually buy from a company whose values most match their own, and they’ll try to teach family and friends about the benefits of purchasing environmentally friendly products and services. This group is about 7%, or 15 million consumers nationally. Now again, these are 2005 number, so this has probably changed, and I’ll have other data later, but the final 16% in the LOHAS category are followers. Now leaders are top of the pyramid, opinion leaders. They’re early adopters when it comes to green or healthy initiatives. So, for companies, they’re an optimal target for new and innovative, sustainable products. And again, sustainable, meaning they’re environmentally friendly.

Myth #1 I hear this often, I know how to reach this consumer by just targeting the baby boomers. The real truth is that these consumers cannot be targeted by age or any other demographic, that is why they are the hardest to reach. You need to understand their lifestyle and attitudes, and that is something that you can be taught. You need to understand what makes them tick and how to truly capture their dollars and their hearts. There are some of these consumers that would into the baby boomers category, but again they’re not a demographic. You cannot say that LOHAS consumers are exactly this age and exactly this age. There is a general age. They are generally in their 40’s, but you cannot target them by age alone, and you cannot use that as a fail-safe, because there are younger people in the category as well.

Sixty-eight percent of this emerging consumer segment has indicated that “knowing that a company is mindful of their impact on the environment and society” makes them more likely to buy a particular company’s products and services. But, getting this consumer, this LOHAS consumer, to buy-in requires:
Being a good corporate citizen.
Meeting both green and conventional product expectations, and
Providing credible information on all parts of your product and business.

So, what’s key here is the fact that they’re saying they’ll buy from you even though you may not be 100% green. How can you prevent what we call greenwashing, to be greenwashed, is by saying to a LOHAS consumer that you’re taking steps to do your part to protect the environment, and this is what you’re doing.

Key Hot Buttons for LOHAS consumers:

- Healthy food that can be eaten on the go – 69% of LOHAS consumers are willing to give up convenience for health benefits and 80% are interested in healthy products that can be eaten on the go.
- Products made from recycled materials.
- Products that are locally grown, environmentally-friendly, contain no preservatives – these are some of the product attributes important to them.
- Ads that tell a story – help them understand the bigger picture and life’s larger lesson. Ads that are authentic and real and represent their belief system – these are going to be more effective. Remember to speak their language.

* * *

I spent half an hour talking with Colette Chandler on the phone the other week.

I like her.

She's good people.

And she's really much smarter than me at quite a number of things I think. So, please check out her stuff.

Another thing I’m guessing about you is that you don’t just want more conscious businesses in the world, you want to have a conscious way to grow and promote those businesses that also feel good. You want to both grow your business effectively, but also in a way that’s in alignment with your integrity.

So, we need to move past any of the high pressure sales, trickiness, ‘closing techniques’ and slick marketing of the past into a form of spreading the word that is real, organic and based on real relationships with real people.

Let me read you this quote by Thomas Leonard. He was the grandfather of the modern Life Coaching movement. "... by this time, you've probably once or twice taken a long look at your struggles in life, career, or personal relationships and thought, "there's got to be a better way." A better way to have a nice house, a real-life, a great relationship, I business of my own, answers to the problems I have now -- but without being fried by overworked and stress. They're
definitely is a better way. It's not about being the meanest shark in the corporate see. Or any other kind of self pressuring prescription that sounds halfway -- convincing but requires huge effort, or else doesn't work at all.”

Does that sound familiar to any of you?

What does this mean to how we market what we do? What does it mean in terms of marketing?
Consider this excerpt from the excellent white paper by www.conscientiousinnovation.com:

While organic inspiration and tapping into the sustainability community has historically driven Integrity Brands, it just isn’t enough anymore. More of us need to know about them now! For consumers to demand Integrity Brands, they need to be aware of them. How can people make a better purchase decision if they don’t know one exists?

Despite the positive changes in attitude and purchase behavior, consumers’ awareness of the positive choices they can make needs to grow. They often just don’t know of the better purchase decisions they could make. This is where Integrity Brands’ responsibility to make themselves better known is relevant. As more people make more environmentally positive choices, we’ll move towards a healthy, more sustainable lifestyle and planet.

If everyone drove the hybrid, Toyota Prius, we would double the gas mileage and lower emissions. If more people used recycled paper over non-recycled, we would save our quickly declining natural resources, save landfill space, save money and create jobs.

In the UK, 45% of the population “tends to agree” that they don’t have enough information on companies’ social or environmental behavior to make a purchase decision.

_Environmental Health News_ makes the point that “despite market growth (of ethical products and attitudes), what is known as the “30:3 syndrome” tells us that, while almost a third of consumers express concerns about company policies, ethical products rarely exceed 3 per cent of the market share.

Today there’s not just an opportunity, but also a responsibility for Integrity Brands to talk outside their niche.

By making themselves better known, Integrity Brands will enable consumers to fulfill their growing social responsibility and environmental concerns through the things they buy, from energy consumption and paper to washing detergent and transportation.

As mainstream consumer awareness of Integrity Brands grows, I believe we’ll see a cycle of change. Integrity is becoming the new brand currency that cannot be bought or spun. Those that live by it will benefit from the cycle of Integrity Brands. Those that do not live by integrity will suffer. Martha Stewart’s Omnimedia took a hit. Investigators from the US Congress started investigating Martha for the sale of her stock when she sold about 3,000 shares just before the ImClone stock price plummeted and from June 7th, 2002 to June 12th, 2003, Martha Stewart saw the price of her company’s stock decline 21 percent.
The challenge for corporations will be how to incorporate it into their core structure and definition of success. When consumers do get on this path of Integrity Brands, it will allow them to make purchase decisions that fulfill the more meaningful, deeper rooted values they are looking to live by. It’s quite clear that the time for Integrity Brands to take up the mantle of leadership has arrived.

Only when mainstream brands see Integrity Brands as competition worth taking notice of will they change as a means to stay competitive. And Integrity Brands will only register as rivals when they chip into the market share of mainstreams.

Large influential mainstream brands will not be inspired to change the way they function and behave until they see social responsibility and integrity as the way to have competitive advantage and be profitable. It will begin to be a competitive advantage (if not a necessity) when growing numbers of consumers demand it. They are beginning to as their purchase decisions indicate.

- In Canada, 72 percent say business should pursue social responsibilities, not just profits.
- In the UK, sales of ethical goods are booming in a downturn economy.
- From 1999 to 2001 purchase of fair trade products grew by 36% and organic food products grew by 33%.
- The growth of ethical bank accounts in the UK and socially responsible investing in the US shows an eye towards long term vision over short term gain.
- Japan has the Green Purchasing Network.
- Romano Prodi, president of the European Commission, has set a goal for the EU to obtain 22 percent of its electricity and 12 percent of all energy from renewable resources by 2010.
- And as general concerns, 70% of Chinese and 73% of South Koreans rated pollution and the environmental problems as the greatest or second greatest threat to the world.

More and more people are living the words of Ghandi to “be the change you want to see in the world.”

However they are not always aware of the options they have to fulfill and live out their beliefs. People have to be aware of Integrity Brands before they can demand them. While mainstream populations may not yet be living these words, their desire to do so is the opportunity for Integrity Brands. They can show them the way and address this latent consumer yearning.

From Substance or Style... to Substance and Style

Substance and style is an attitude that will be a key solution in quickening the mainstream pace towards social responsibility. It is an important tool for Integrity Brands to begin to inspire the mainstream. Substance and style is overtaking substance or style. The two are no longer polarized. Across style defining and style driven industries such as fashion, beauty and design there’s an eye towards sustainable and natural over fabricated and fleeting (or at least a nod to both). It’s social responsibility with substance and style. Real Simple magazine has grown in popularity. Organic Style has had a facelift and I.D. (International Design) produced a Socially Conscious Design issue in February 2001. What is clear is that today, style and substance are no longer at opposite ends of the spectrum.
While the antipodal attitude between substance and style has changed, historically the ‘green’ consumer and the ‘style’ driven consumer have existed on opposite ends of the spectrum. Today there is a growing demand for substance without forsaking style, inspiring a market where both qualities are gaining momentum in the mainstream. One doesn’t have to look like a ‘tree-hugger’ to care about

In addition, they are highly marketing savvy, incredibly marketing cynical and are quick to spot gimmicks and gaps in authenticity. Their allegiance comes at a price that an advertising or marketing campaign, no matter how cool, cannot buy. At a recent concert for a quickly rising indie band, I spotted a twenty-something wearing a belt that spelled out “ADS LIE”. Shana, a 29 year old artist in Minneapolis says it in a nutshell, “Levi’s supporting artists is just a marketing gimmick”.

While Conscientious Innovators are smart and demanding - and as a result, highly selective - they will spend money on those brands that reflect their values. “I support companies with whom I share certain beliefs and practices and I will pay more for their products” says Stefan Gerard, a 31 year old Los Angeles based entrepreneur and cofounder of GenArt.

Brands as a reflection of self is hardly a new thing, but what are changed are the criteria for brand selection. It’s gone from being part of a voice or a band (à la Pepsi Generation) to knowing oneself, knowing what one believes in and searching out the brand values that fit one’s pre-determined criteria. It’s gone from aspirational to inspirational.

Brands that Conscientious Innovators choose to become involved with must not only reflect their values based on social responsibility with substance and style, but must also inspire them.

For this group, combined with the rising movement of social responsibility, brand affiliation now says something beyond cost or image. Whether a fair judgment or not, the press about Nike’s use of sweatshops has resulted in people not wearing Nike to make a statement.

Again, whether fair or not, the majority of conscientious innovators I spoke with, believe wearing Nike supports the use of child labor and sweatshops. “I never buy Nike”, says Darren, a 31 year old NYC based painter. “I only buy New Balance”. (Historically New Balance shoes were manufactured in the US and didn’t use child labor, though this is rumored to have changed). With brand choices, cutting edge innovators are making social commentary.

Social responsibility and style have merged and are gaining momentum in the mainstream:

- Eco-tourism is on the rise (The Today Show had a weeklong segment on Ecotourism in fall 2002 and the response was enormous)
- Alternative healthcare is on the rise (Most US health insurance companies now list alternative/homeopathic practitioners in their networks)
- Alternative beauty, body and skin care is on the rise (Dr. Hauschka’s homeopathic skin care is profiled as a celebrity favorite in InStyle and Allure magazines. A New York Times writer recently did a tour or Bikram yoga studios across the US)
Hip restaurants sell their chicken as free range and steak as organic. Their support of an ecological lifestyle has supported growth of ‘principled purchasing’. They have truly affected market dynamics and growth as 55% of American households now claim to use organic produce.

Yoga videos - as far back as 1999, instructional yoga tapes outsold the Lion King video.

So, not only is green and local business important to the planet, not only are there lots of customers out there - but it might just be a powerfully effective way to affect social change. There might be things YOU can do that even a non-profit can’t. I’d like to insert an essay here by Michael Shuman about this before we move into the hardcore, nuts and bolts of marketing your business.

**The Secret to Being as Radical as We Want to Be is to Finance the Revolution Ourselves**

Adbusters
March-April 2006
Michael Shuman, author, The Smallmart Revolution

If Mohandas Gandhi were a typical North American activist these days, he would probably be wearing a three-piece suit and working in a plush office with his law degree prominently displayed. He would have little time to lead protests, since every other week would be spent meeting with donors – and those power lunches would hardly go well with fasting. He would be careful to avoid salt marches or cotton boycotts, so as not to offend key donors. To sharpen his annual pitch to foundations, he would be constantly dreaming up new one-year projects on narrowly focused topics, perhaps a one-time conference on English human-rights abuses, or a documentary on anti-colonial activities in New Delhi. To ensure that various allies didn’t steal away core funders, he would keep his distance and be inclined to trash talk behind their backs. In short, there’s little doubt that the British would still be running India.

The problem with activism today is that it is largely funded by grants and gifts from rich foundations and individuals. The long-standing assumption that you can take the money with few strings attached, and then run, needs to be fundamentally reexamined.

Building a philanthropic base of support can cripple an organization’s mission and wreck it altogether when the well runs dry. Most nonprofits have engaged in a kind of fundraising arms race in which our best leaders focus more time, energy and resources, not on changing the world, but on improving their panhandling prowess to capture just a little more of a philanthropic pie that actually expands very little from year to year. Armies of “development” staff spend as much as a third of an organization’s resources, not to advance the poor, but to cultivate wealthy donors. Significant numbers of our colleagues create campaigns, direct-mail pitches, telemarketing scripts, newsletters and other products exclusively to “care and feed” prospects and to frame positions that will not offend the rich.

Nonprofit structures dictated by this mode of funding also burden organizers
with the heavy regulatory hand of the state. To qualify for tax-deductible contributions, for example, US nonprofits must agree to limit lobbying and not to campaign for political causes of candidates.

We believe it’s time for North American progressives to break free from the philanthropic plantation. Those of us serious about social change increasingly must get down to business, figuratively and literally. Every social change group may not be able to generate all its funding through revenue-generation, but every nonprofit certainly can generate a greater percentage than it is doing now. In other words, we should become our own funders. Once we start generating our own resources, we can invest them politically – as corporations do now – largely without limitation, without wasting our time on fundraising appeals, without worrying about that next grant, without apologies.

To get a sense of the possibilities, check out Cabbages & Condoms, a popular restaurant in Bangkok. As your senses become intoxicated by the aromas of garlic, ginger, basil, galangal and lemongrass, you cannot avoid noticing the origins of the name. On top of each heavy wooden table is a slab of glass, under which are neatly arranged rows of colorful prophylactics. Posters and paintings adorn the half-dozen large rooms, all communicating the restaurant’s central message: the AIDS epidemic afflicting Thailand can be checked only through the unabashed promotion and use of male contraception. With balloon animals made from carefully inflated and twisted condoms and the after-dinner candies replaced with your own take-home “condom-mints,” even teens cannot escape the message prominently framed on the wall: “Sex is fun but don’t be stupid – use protection.”

What makes the five “C&C” restaurants unique, along with an affiliated beachfront resort and numerous gift shops, is that they are all owned by the Population and Community Development Association (PDA), a rural development organization that has been a leader in promoting family planning and fighting aids in Thailand. Seven out of every ten dollars spent by the PDA on such activities as free vasectomies and mobile health clinics are covered by the net revenues from its 16 subsidiary for-profits. Were the PDA dependent on funding from the Thai government, the World Bank or even the Rockefeller Foundation, it no doubt would be told to tone down the message. Jokes on its website – like “the Cabbages and Condoms Restaurants in Thailand don’t only present excellent Thai food, the food is guaranteed not to get you pregnant” – would certainly be discouraged.

The cash flow gives the PDA a measure of confidence and boldness. The founder, Mechai Viravaidya, has no qualms about his decision to employ for-profits:“Unlimited demand is chasing limited supply [of charitable donations]. No longer are gifts, grants or begging enough. From day one, thirty years ago, we have been acutely aware of sustainability and cost-recovery.”

Consider some US examples of social entrepreneurship:

Housing Works in New York uses its Used Book Café to generate more than $2 million annually for its work, which prioritizes advocacy for homeless people with HIV. The organization runs clinics, conducts public policy research, lobbies federal and state officials, even leads sit-ins. It is fearless, aggressive and stunningly effective – and its $30 million of annual work would be impossible were it not for its vast range of real estate, food service, retail and rental companies that help pay the bills.
Pioneer Human Services is a community development corporation based in Seattle that assists a wide range of at-risk populations, including the unemployed, the homeless, ex-convicts, alcoholics and addicts. The organization serves 6,500 people a year and generates nearly all its $55 million budget through a web of ambitious subsidiary nonprofit businesses: cafes and a central kitchen facility for institutional customers, aerospace and sheet-metal industries, a construction company, food warehouses, a real-estate management group and consulting services for other nonprofits. Most of the jobs in these businesses are awarded to its at-risk clients, allowing it to further its mission to integrate clients back into society.

The Rocky Mountain Institute, a leading promoter of alternative energy technology in Snowmass, Colorado, created E-Source in 1986 to provide in-depth analysis of services, markets, and technologies relating to energy efficiency and renewable energy production. In 1992 RMI secured a program-related investment from the MacArthur Foundation to move the work into a for-profit subsidiary. By 1998 it was generating about $400,000 for the parent nonprofit, but RMI decided it could do even better under new management, so it sold the company to Pearson plc in Britain for $8 million. Today, RMI assists and benefits from other for-profit spinoffs, such as Hypercar, Inc., which aims to create a lightweight body architecture to improve the efficiency of the entire US automobile fleet.

Judy Wicks’ White Dog Café in Philadelphia is as much a community organizing center as a restaurant. Radical speakers from around the country provide a steady stream of public lectures. An adjacent store sells fair trade products and will soon be introducing a line of locally made clothing. The White Dog itself embodies principles of social justice and environmental stewardship by paying all employees a living wage, insisting on humanely raised meats and eggs, using locally grown ingredients and running on wind electricity. Twenty percent of profits from the restaurant go to the White Dog Café Foundation, carrying on the café’s mission through nonprofit activities.

These examples embody many possible models. A for-profit subsidiary can generate money for a parent nonprofit. Or, better still, a for-profit can become the change it seeks, by producing and selling socially important goods and services. While we reject the libertarian argument that every human problem has an economic solution, many social-change issues clearly have economic dimensions that are susceptible to creative business plans. Hate nuclear power? Launch energy-service companies to spread conservation measures, or build local wind farms to take control of your own electricity future. Concerned about the poor, minorities and women having equal access to credit? Create more community banks, credit unions and micro-enterprise funds. Troubled by pharmaceutical prices that make life-saving drugs unattainable for impoverished people across the globe? Start, as several companies based in the developing world did, companies that mass-produce affordable generic versions of high-priced American drugs.

Socially responsible business should be not just a boutique sector of the private economy, but its mainstream. We have been impressed in recent years by the growing number of local businesspeople who not only “walk the walk” of social justice in the small details of their operations and products but also tout the virtues of local ownership. This third generation of entrepreneur-organizers is being led by groups like the Business Alliance for Local Living Economies (BALLE) and by the American Independent Business Alliance (AMIBA). Each
promotes local ownership of business, champions social justice and neighborhood revitalization, and pushes for new public policies that remove the tilts in a playing field that favors badly behaved big business.

Sooner or later, the concepts of social-change organization and of social-responsibility business should become indistinguishable. Truly responsible businesses would be owned by all members of a community (rich and poor), hire locally, expand local skills, comport with local labor and environmental standards, produce goods and services that meet urgent local needs and become allies of social justice movements. What better way to help the poor than to transform them into the captains, worker-bees, shareholders and customers of community-friendly business?

If foundations and donors had never existed and professional panhandling had been outlawed, social-change groups would have been forced to turn to creating and running new enterprises or new networks of local businesses, and our movement would be considerably healthier than it is today. Progressives have become the classic 20-something kid still living at home, expecting an allowance from deep-pocket parents for a few basic chores, while agreeing, as a condition for the chump change, to obey someone else’s rules on social change. It’s time to grow up and strike out on our own.

Here’s a challenge to activists (one we take seriously ourselves): let’s try to wean ourselves from the charity habit, say by three percent per year. Think about just one piece of your agenda that could be framed as a revenue generator, dream about it a little, develop a business plan and give it a try. If you lack the skills, skip your next fundraising class and instead attend one of thousands upon thousands of entrepreneurship programs around the world. Or hire someone who might start the entrepreneurial subsidiary of your nonprofit.

Gandhi understood that the key to freeing India was to transform his fellow citizens into economically productive agents by spinning their own cloth and taking their own salt from the sea. Martin Luther King Jr. implored African Americans to form their own credit unions and community development corporations. The secret to being as radical as we want to be – and as radical as we need to be – is to finance the revolution ourselves.

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Michael Shuman is the vice president for enterprise development for the Training and Development Corporation. Merrian Fuller is a managing director of the Business Alliance for Local Living Economies. This article was adapted from “Profits for Justice,” which first appeared in The Nation.

* * *
Section Two:

*how to grow your conscious business*
So, how can you grow your conscious business?

To grow our businesses in new ways we need to become strongly grounded in certain principles like authenticity, radical honesty, permission, commitment to the truth, not making the sale, a commitment to the long term relationship, green, community minded, local and attracting vs. pursuing.

There is a way to set up and run your business -- to market your products, skills and services that has people coming to YOU instead of you pursuing the.

I am a big believer in "no pressure" business. I'm not perfect, but I'm working to eliminate all the hype, adrenaline, pushing and pressure from my marketing. I still slip up, and falling into old patterns, but I found it to be massively more successful, fulfilling and enjoyable to attract perfect clients, rather than chase them.

Selling, as a profession and as a proven technique/process, is on its way out.

Why?

Because humans are getting better at choosing for themselves and buying better. Humans will respond less to advertising and selling techniques and instead be drawn to a product or service and they will be more likely drawn because of who is offering the product or service.

This process is called: attraction.

It's real.

It works.

And it will replace much of the promotion, marketing, selling, seducing and other very expensive budget items. Remember, the world (aka consumers) is rapidly eliminating virtually all waste and inefficiencies in how business is conducted, products are sold and how services are delivered. Selling and mass marketing, while certainly still very effective right now, is on the hit list. Attraction is the next generation of selling and the well-trained Coach can help you and your business get on this track immediately.

In order for you to attract the kinds of clients and cash flow that you want your business, you must become more "attractive". In the fastest way to do that is to eliminate pressure from your business.

And most of our lives are filled with too much pressure anyway. Financial pressure, time pressure, the expectations of others and -- worst of all -- our own internal pressure -- the expectations we constantly pile on ourselves -- how we are never good enough. The more pressure you live with the less attractive you are. The more pressure you put on others -- the less attractive you are. Pressure is extremely unattractive.
Another important facet of attraction is being radically honest. The more honest, you are the more attractive you will be. However, when you commit to telling the truth, it also means that you commit to letting go of control. You see, often we lie about the nature of our business, our skills or ourselves in order to attract more business, or get people to love us. We will pretend all sorts of things are true, in order to get people to stay in the room. We think, "If I was really honest, then people would leave."

And, that is certainly a very real possibility.

Most people, instead of being honest, learn 101 ways to "close people", to manipulate and trick people, how to apply pressure to people. I'm suggesting you abandon all of that and commit to becoming exceptionally skillful in three areas:

1) **Creating a safe space:** Realize that pressure kills all trust in all authentic relationships. You must commit to mastering the art of creating a safe, pressure free space for all of your clients to feel completely at ease and then . . .

2) Instead of focusing on "closing people" focus on creating conversations that **open new possibilities for people.** You must become exceptionally skillful at helping people to see how much more is available for them and how simple it would be to get it. I don't believe in "closing" sales. I'm not going to follow up with you and hound you forever. I don't believe in pressuring people to make decisions. I believe that instead of trying to "close" people it's more effective to create a safe space and then open a conversation that explores new possibilities. Consider these thoughts from Ari Galper of www.unlockthegame.com

<table>
<thead>
<tr>
<th>Old Sales Mindset</th>
<th>New Sales Mindset</th>
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<tbody>
<tr>
<td>Always start out with a strong sales pitch.</td>
<td>Stop the sales pitch. Start a conversation.</td>
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<tr>
<td>Your goal is always to close the sale.</td>
<td>Your goal is always to discover whether you and your prospect are a good fit.</td>
</tr>
<tr>
<td>When you lose a sale, it's usually at the end of the sales process.</td>
<td>When you lose a sale, it's usually at the beginning of the sales process.</td>
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<tr>
<td>Rejection is a normal part of selling, so get used to it.</td>
<td>Hidden sales pressure causes rejection. Eliminate sales pressure, and you'll never experience rejection.</td>
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<tr>
<td>Keep chasing prospects until you get a yes or no.</td>
<td>Never chase prospects. Instead, get to the truth of whether there's a fit or not.</td>
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When prospects offer objections, challenge and/or counter them.

When prospects offer objections, validate them and reopen the conversation.

If prospects challenge the value of your product or service, defend yourself and explain its value.

Never defend yourself or what you have to offer. This only creates more sales pressure.

3) You need to become masterful at creating irresistible offers. Realize that people cannot be forced or manipulated into decisions ... in the long term. Your relationship with your clients is the most important thing and the relationship will only work if people enter it by choice. And consider that, in any business transaction, that the first step is often the hardest to take. So you must use all of your cunning, intelligence and strategic thinking it how to craft offers that are so incredibly compelling, risk-free and beneficial that people would feel like fools to say "no". Instead of thinking about how to trap someone into saying "yes" ask yourself these questions, "What would I have to give? How could I make this even safer? How could I limit, reduce or reverse the risk in this transaction?" But I’m getting a bit ahead of myself . . .

When you are fully transparent you inspire honesty. You make it safe for your clients to speak the truth. You must listen for the truth and only accept the truth from your clients. What you listen for they will speak from. You will see "buyers remorse" disappear.

And then we need a way of marketing that embodies these principles - but that is also effective. And this is the challenge that many of us face. We’re so scared of ever pressuring people, of pushing them that we never engage people at all.

So, we need a way of marketing that feels comfortable and natural. A way of marketing that doesn’t ask us to become something or someone who we aren’t.

Now, most of you already know a lot about marketing. Most of us understand a piece here and a piece there. But, what I’ve found is that, while most entrepreneurs are experts in what they do, they aren’t experts in marketing it.

A lot of the times when I was doing the workshops, I could often see people sort of craving a sort of overall perspective on marketing, just “How does this work in a simple overall format.”

And for years I felt like I really understood a lot of the components and pieces and could speak to those. But I definitely also heard people kind of craving just “What the hell’s happening? How does this work in a big picture sense?” to make sense of their experiences.

So that’s what I want to talk about is this over arching picture. If you don’t have a pen and paper get some because I’m going to be talking pretty fast and furious. There’s a lot to cover here. So where to start?
Internal vs. External Game:

Here’s probably the most important thing I’m going to say in this call: there are really only two ways to grow your business - internally and externally. Meaning that you can either get more clients (that’s the external growth) or you can get your existing clients to spend more money and come in more often to see you (that’s the internal side). Let’s call is your internal game and your external game.

So that’s what I want to talk about is this over arching picture. If you don’t have a pen and paper get some because I’m going to be talking pretty fast and furious. There’s a lot to cover here. So where to start?

What Kind of Marketing is Best?

What form of marketing is the best? Says Eben Pagan from www.getaltitude.com

“Which marketing approach or philosophy creates the highest short and long-term profits?

This is actually a trick question.

Here's why:

Each type of marketing, or each philosophy of marketing is right. In fact, they're all right. But, until now, every marketing “camp” has argued that it is the only “right” way, and that all the others are wrong.

This is complete insanity.

The reason why Direct Response Marketers say that “Branding” is stupid is because the Direct Response Marketer doesn't UNDERSTAND Branding.

The reason why Word-Of-Mouth marketers don’t like Direct Response… is because the Word-Of-Mouth marketer doesn't UNDERSTAND Direct Response.

Would it surprise you if I told you that there were more than 10 approaches or philosophies to marketing?

And would it surprise you if I told you that most businesses only use ONE form of marketing, thinking that it's the “right” way?

I believe that if you understand each of the key marketing philosophies, approaches, and techniques… and then you COMBINE them together to form one marketing strategy, you can not only attract far more prospects and customers, but you can create a competitive advantage that is almost impossible for your competitors to overcome.”
An Overview of Word of Mouth Marketing:

Having said that, I want to explore Word of Mouth Marketing a bit because, for most of the businesses I work with, it’s one of the most misunderstood and most potent (since most of these businesses are local and highly niched). Word of mouth is very powerful: the human voice, people telling their friends about products. We all know that’s the best.

But there’s a really important distinction to lift up between active and passive word of mouth. A passive word of mouth is us just hoping it’s going to happen. A lot of us get passive word of mouth. We don’t do anything for it and people refer business and that’s great. I can’t help you with that because it’s already happening. Active word of mouth means that you’ve strategically thought about it and laid some systems in place to encourage and harvest it.

But before we get too deep into that - let’s take a step back and look at . . .

The Four Keys Components to Getting New Clients:

But there’s this question of how can we get a more active form of word of mouth. There are a lot of premises underneath this. There’s a bunch. There’s actually 20 premises that I base it on. I’m going to skim through the most important ones.

The first premise has to do with a niche and even before I go into the premises, let me go over the four components and then I’m going to back track a bit. There are four components of this model.

Each of these components has an aspect for your inner game and your outer game. Each aspect can help you attract more brand new clients and each level can help you get the most out of your existing relationships.

Let’s focus on your outer game first since that’s where most people’s minds go first.

The first component is the niche. The niche is your target market. It’s who you’re going after. This is the center of any marketing. When I talked to Dominic he and I were both commiserating that whenever we would get confused in terms of helping clients or clients would get fuzzy about a next step, not being sure what to do, it always came back to this. About looking at the niche of who are you going after.

The second component is the irresistible offer. What are you offering to this niche? A lot of people make the mistake in marketing of thinking, “Oh, I’m going to design this product and service,” and then it’s like, “How do I market it?” is a separate step.

I think if we’re going to be successful in business we need to step back and think of the marketing in the design process itself. Meaning, how can we make the product so irresistible inherently, that it’s easy to sell, versus just a generic sort of bland, boring product and service
and then figuring out how we can sort of sell the sizzle and not the steak. That’s the second component is the offer.

**The third component is the hubs.** This was one of the things that really made so much sense to me when I was talking with Dominic. A lot of people at my trainings would say, “Well where do I advertise? Where do I market? How do I find people?”

I never really knew how to answer that. I always give kind of vague answers but now the answer’s really clear for me. Where you find them depends entirely on who you’re looking for. One group of people is going to hang out in one place. Another group’s going to hang out in another place.

It’s not just about where to find them. It’s also about a way to build trust with them. That’s a lot more powerful than other things you may have tried. So that’s the third component, the hubs.

The first is the niche. Second, what are we offering them? Third the hubs, where do we find them?

**And fourth, word of mouth strategies.** Again you’re already getting passive word of mouth but are there things you can do to accelerate it and get more word of mouth? Yes. So let’s move back.

Those are the four components. Niche, offer, hubs, word of mouth strategies. So let’s talk about some of the premises of this. First, there are kind of 20 laws I would say.

**Twenty Critical Premises of Word of Mouth Marketing:**

**The first is the law of the niche.** This just says that trying to reach everybody is futile. If you’ve tried it, you know. It’s very difficult. It can feel like banging your head against a wall or flushing money down the toilet in terms of advertising.

I’ll talk to some people and say, “Well, who are you trying to reach?”

The response I’ll often get is, “Everybody.”

Or I’ll say, “Tell me, who’s your product good for?”

“Oh this can help anybody.”

If you’re in that place, this is going to be really hard to hear, but I’m just going to invite you to don’t believe anything I say but just be open to possibilities in this call.

In my experience when people try to reach everybody and become attractive to everybody, they end up being attractive to nobody. They end up just kind of being bland. But first is the law of the niche.
The second - tied to that is the law of one man’s junk, you know, is another man’s treasure. That what’s going to appeal to one group will not appeal to another group. If you try to appeal to everyone you become bland and sometimes it’s better to even turn whole segments of the marketplace off in order just to attract the right people.

Third is the law of discovery. This one I just kind of came up with today actually. The law of discovery basically says that people love discovering cool things. They love getting excited about them, they love telling their friends, they love being in the know, having something cool and useful to share.

People love finding a product or service that’s perfect for them, but they hate being sold to. That’s a critical distinction. People love discovering things, they love finding things, they love shopping, buying even. But they hate being sold to.

The fourth one is the law of a thousand miles. That quote, “A journey of a thousand miles begins with a single step.”

Similarly important here, a lot of people make the mistake of trying to sell people everything at once. It’s our fantasy we have. If you’ve ever been to any business networking events, the horror that they are of people running around passing business cards out for no apparent reason.

One of the things we fantasize about when we’re at one of these events or we’re just chatting with people and they say, “What do you do?” and we answer, we tell them what we do.

Our fantasy is that they’re going to look at us, their eyes are going to open wide, their jaw’s going to drop and they say, “Oh my god, I can’t believe it. I’ve been looking for somebody just like you. We were just at our office talking about how we need somebody who does exactly what you do. This is incredible. I can’t believe the synchronicity. We were talking about it. Here you are. Could you come by the office tomorrow to sign a contract? Would $200,000 be enough to start you off?”

That’s kind of our fantasy. Some people have some more fantasies in relationships. It’s probably best to let that one go because it just doesn’t happen most of the time. Maybe it will happen once in a million times, but usually people are going to have steps. There’s going to be a process. You know, journey of a thousand miles.

We’ve got to acknowledge that the process of them finding out about us, connecting with us, getting to know us, being willing to buy a little bit and then more is usually going to be a multiple step process.

Tied to that is the law of irresistible steps, number five. This is the idea that once we acknowledge that, “Okay this is going to be a series of steps.” It’s very important that we make each of those steps as irresistible as possible.
When I’m talking about irresistible I’m saying high value, perceived value anyways, should be real value but if it’s real they don’t perceive it, it doesn’t matter. So it’s got to be a high-perceived value for them for but also low risk. To me that’s how I’m going to define, for the moment, high value or making those steps irresistible.

**Number six is the law of invitations.** You can understand that there are multiple steps. You can lay those steps out but if people don’t have an invitation to take the next step, if there’s not a specific incentive or conversation or it’s not brought up, sometimes people actually want to spend more money with you, they want to do more business with you, but they actually don’t understand what else is available.

I don’t know if any of you have experienced this where you’ve had a client for years and then as you’re talking one day they say, “Oh I didn’t know that you did that.”

Sometimes we assume they know more than they do. We’ve really got to give them very simple, “Here’s an invitation to take the next, simple, risk-free, very valuable step.”

**Number seven is the law of push back.** This is really important because this can absolutely kill the attractiveness of your business is when people feel pressure. Pressure is deadly I think, especially in the green sort of conscious business scene.

When people experience pressure they just get repulsed. So we’ve got to be careful in these invitations that they’re done without any pressure. That means throwing out all of the old sales tactics. Most of us, thank God, we haven’t had to learn them. We haven’t had to go through that process.

But if you’ve done any traditional sales training, you probably need a detox from that because a lot of it is based on pressure, based on closing people. If you do need to detox, there’s a web site I recommend for anyone who’s doing a lot of sales one on one. It’s a web site called [www.UnlockTheGame.com](http://www.UnlockTheGame.com). Unlock as in with a key. Unlock the game, as in the game of chess, [www.UnlockTheGame.com](http://www.UnlockTheGame.com).

**Number eight is the law of gossip.** It’s just that people love to talk about stuff. Not only do they love discovering it, they love chatting about it. I recently heard a statistic like 25% of all conversations have to do with products or services.

It’s not just corporate stuff but like, “Hey I was done at the grocery store,” or “I went to that local sandwich shop and they screwed me. I asked for a pickle and they didn’t give it to me” or whatever it is.

We’re talking about it all the time whether it’s a great experience or a bad experience.

**Number nine is the law of small windows.** So people are talking about you. If they like what you do they’re already talking about you. But the challenge is those conversations are often pretty brief.
One of the examples I use is imagine you’re an artist and you do paintings. Your paintings are going to be seen pretty often in people’s living rooms. The guests come over and they’ll say, “Oh my gosh! What a beautiful painting. That is just extraordinary. That’s incredible.”

Then you say, “I got it from this guy at the farmer’s market.”

“Wow that’s incredible. So are we going to the movie tonight?” and the conversation is over. There was a very small window. There’s a question of, how can we sort of stick the crowbar in and expand those moments and take better advantage of when they come up?

This is true for business or activism for those of you that are in activism. The issues that we talk about, the issues that we fight for come up in brief snippets in peoples’ conversations. Even though it’s our full life, it’s not their full life. How do we take advantage of those moments?

**Number ten is the law of overwhelm connected to this.** It’s so important for us to remember we’re not the center of their lives. We’re such a small part of it. They’re probably overwhelmed. I know I’m not the center of your life. You’ve got a lot going on, you’ve got family stuff, relationship stuff, there’s stuff with your health that may be going on, financial stuff.

We’re just a small part of their life and it’s really important to consider that in terms of how we arrange our business, making it as easy as possible for people to do business with us.

**Number 11, the law of advertising.** People don’t trust advertising. It doesn’t mean you can’t do it, it doesn’t mean there’s not effective ways to do it. But if somebody sees an ad in the paper or on TV or hears one on the radio, there’s definitely a level and filter of skepticism that people put up. So again you can use it, there’s ways to do it if you’re going to do it.

I’m happy to connect you with those kinds of resources but the most successful marketing is going to be authentic, genuine endorsements from people that they already trust; in other words, word of mouth.

**Law number 12 is the law of problems.** People will pay a lot more attention to you when you speak to their problems, to what’s relevant to them. This key theme of relevance is going to come back when we talk about offers. Relevance is key.

What’s relevant to people is what they’re experiencing right now. There’s an old quote that says, “A person’s toothache means more to him than an earthquake in China.”

I think it’s really true. People connect with what’s going on in their life as they experience it.

Something just to lift up here that’s really important is, there’s a difference in medical terminology between a symptom and a sign. The symptom is what they experience.

Brian had sent me an e-mail when he registered saying that there’s a problem that he was coaching some people with and or wanting to coach some boardroom executives with but that they don’t know they’re afflicted with it, they don’t recognize it.
So when we say speaking to the problem, it is very specifically speaking to a problem that they experience. If you have a sore knee and you go to a structural analyst or a chiropractor or someone they may say, “Oh it’s not actually a problem with your knee, it’s your hip that’s rotated forward and it’s putting pressure on your knee that’s causing the pain.”

The cause is the hip. But now, if I were going to write an ad, I wouldn’t say, “Is your right hip rotated forward?” I would say, “Are you experiencing pain in your knee?”

So you’ve got to speak to the symptom, the thing that they’re experiencing, not your diagnosis of why that symptom is there. You’ve got to speak to the symptom.

If there are no symptoms, you’re in a troubling spot. The thing that you really need to do at that point is start educating them about the nature of the problem and the statistics around it. Like, “Did you know that X number of people per year sue moving companies?” or something.

You’ve got to lift up the realities of how likely it is to happen. There’s more to it but the key here is the law of problems, speaking to the problems.

A lot of times in sales people talk about speaking about the benefits and the features of the product and everything. You do want to speak about that, you do want to talk about the results you provide but the first thing out of our mouths should always be, in terms of just syntax and the order that we cover things in, is problems.

It’s the old burned out thing. People don’t care how much you know until they know how much you care. A lot of times I think people think of marketing, the key to marketing is some kind of strategic tool or tactic, the latest Internet thing. I don’t think it is the secret to great marketing.

Which is number 13 the law of empathy.

Number 14 the law of alignment. This is the idea that in order to influence people you really need to know what already influences them.

15, the law of hubs, the notion that birds of a feather tends to flock together. Why do the Hell’s Angels travel in packs? Why do all the girls in grade two play together?

It’s just that people hang out with people who are like them. We know this, we see this, and we saw it in school. All the different groups would be sitting at the cafeteria tables together. So people tend to hang out with people they feel comfortable with, people who are like them.

16 is the law of super hubs. By the way, what we’re talking about is like the hub of a wheel. It’s the place where all the spokes connect and that there are certain places where your niche or target market is going to hang out.

The law of super hubs is just that birds of a feather may tend to flock together but some birds are bigger than other birds and sing a little more loudly. So Oprah Winfrey would be a super hub.
The person on your block who maybe everyone goes to for advice on certain issues, they may just be a hub.

**Number 17 is the law of endorsement.** This is the idea that in order to influence people, you need to know not only what influences them in terms of values or principles, etc. but you need to know who already influences people.

This is one of the central things and I think this will make so much sense to you all. If you send a direct mail piece, just a letter, a cold letter printed on recycled paper of course, and you send it out to 100 people, if you get five people responding to that, like a 5% response, that’s actually pretty good. 10% response would be incredibly impressive.

But between 3% and 5%, that’s a respectable statistic. But think about what’s happening. They’re getting a letter, cold, from you, from a stranger. They don’t know your name. They’re not glad you came. They just get this letter. But what if that letter came from a very close friend of theirs who they felt very connected to and who they respected really deeply?

If that was the situation, you might have a response rate of 20%, 30%, 40%, 50%, 60% sometimes depending on that relationship that person has. So that you can spend all of your time trying to approach every single individual who you want to approach yourself, or you can gain the implicit or explicit endorsement of somebody who they already trust.

It’s like you borrow the trust. You’ve all had this experience. There’s somebody who you really trust their taste in movies. Every movie they recommend, you really like. When they recommend a movie you go. You can go see the trailers and whatever and that doesn’t sell you but that person’s endorsement does.

We all have people we trust in different areas. There are some people we trust so much, it’s just like, “You tell me what to do and I’ll do it.” Those people in certain areas because they’ve just demonstrated their integrity so often.

If you can build relationships with people like those, and we’ll talk about the criteria specifically of how do you identify these. What are the criteria of these people? Where can you find them? If you can get the endorsement of these people, it can be a huge, huge thing.

**Number 18 is the law of hand to hand.** The law of hand to hand is just that there are ways to support the spread of the word of mouth. There’s a lot of tactics, but one of the simplest things to do is make sure that you’re giving them the material that they need to be spreading the word.

**Number 19 is the law of group adoption.** I just wrote this one down today. I just read a book actually that I really liked called *The Anatomy of Buzz* by Emmanuel Rosen. It’s all about how to create word of mouth marketing.

One of the things that he pointed out that I thought was so smart, was that if the law of group adoption is that if one person buys your product they may still be very swayed by the competition coming in, etc.
But if a whole group kind of adopts your product, it’s like skaters, maybe in a certain area will adopt a certain kind of skateboard. There’s just like the self reinforcing dynamic with that when a whole community says, “Yes, we support this person or we support this business.”

In Archie comics I don’t know if you remember the malt shop. I can’t remember the guy who ran it but it was the local cool hangout place and when all the high school kids adopted it that’s where everyone went.

**The last one, law number 20 is that marketing, to me, ultimately is community building in this sense.** That when we pick a community that we’re approaching there’s a way that we can, in our marketing, actually help to strengthen and build that community by giving them opportunities to come together that they may not have had the opportunity to create themselves.

So those are the premises. So let’s step back. Remember, there are the four things, the niche, the offer, the hubs and the word of mouth.

**Deeper Into The Four Key Components of Getting New Clients:**

**We’re going to talk first about the niche.** The niche is really who you’re going after. A lot of you got the e-mail where I did the niche makeover e-mail. I had invited people to e-mail me their attempts at articulating the niche and I e-mailed back some feedback and coaching.

I’ve got about 75 pages of niches with my coaching and feedback, and for everyone who participated in that, you’ll be getting a free copy of that probably in the late summer at some point, once I’ve had a chance to edit it.

But it was really interesting, and I’ve been working with it a lot during the weekends and having a lot of “Ah ha’s” and distinctions come up.

First of all - we want to remind ourselves that we’re targeting **communities** of people - not just random assortments of demographics.

There are two important reasons you want to target communities of people rather than individuals.

**First off: They’re more likely to have a lot in common from their lifestyle, affiliations, friends, values, language, life experiences etc.** Birds of a feather tend to flock together. Your ideal target market is a community of people that share common desires, passions, values, interests, hobbies, a common bond that you can cater to.

Some problems are so specific that only a narrow niche of people will suffer from them (e.g. a particular problem with a highly specialized computer application). But some problems (e.g. back pain) are really generic. So, some problems have a sort of implied niche to them. Others
don’t. If the problems that you solve are widely held - then you should likely consider selecting a particular community to work with and develop packages for.

**A couple examples:** a massage therapist who works with the BDSM community in Seattle. Sure, lots of people need massage - but when she caters her business to this community - she can cater to their particular needs, values and vibe. I saw an ad once that just said, “Rad Dyke Plumber” - a lesbian plumber. Now, it’s not like she’s dealing with different piping issues in any technical sense - but she is dealing with a different subculture with its own sense of esthetic. If the problem is widely held - pick a particular community to serve.

For example, if you’re tennis player and a massage therapist, you might consider becoming a massage therapist that caters to tennis players. A good niche shares a certain lifestyle. Maybe they’re clubbers, maybe they’re weekend warriors who love to go camping each weekend, Maybe they’re all theatre buffs. Maybe they love to read comic books and play Dungeons and Dragons. They’re dog owners. They’re parents. They’re grandparents.

You know you’ve got a good target when you can insert the target in the following sentence and it makes sense: “I work with people in the ________ community/scene/crowd.” *Another way of saying this is that people in your niche are all experiencing a common situation.* They’re all the same kind of character in the same kind of story. If they were to sit down and talk with each other they would be able to relate to each others experience, finish each others sentences.

They would a similar kind of average day or average week. You’d hear a lot of things like, “Oh wow! Me too! No kidding. I deal with the same thing. I know exactly what you mean!”

**The second reason that marketing to communities is better than individuals is The Law of Group Adoption:** This may be the most compelling reason to think in terms of selling to and through hubs vs. individuals.

If an individual buys from you, it’s pretty easy for him to buy from someone else the next week. But if all of his friends are also buying from you - if doing business with you becomes a part of their culture it’s much less likely they’ll ever switch - because you’re one of them. There’s a self-reinforcing effect that goes on. Consider how Birkenstocks were adopted by the hippie scene. Now wearing Birkenstocks is a political statement. Imagine if your hub adopted you.

So, we’re focusing on communities of people. A niche is a particular community of people. It’s not ‘everybody’.

The main thing, the most important thing to know is that there are really two components when we’re looking at the niche.

The first component is the **target**. The target is how you find them physically. This is where the target should let you know where to find them.

The second is the **problem**. What do they need help with? Why would they need someone like you?
The example I want to use sort of throughout this, is this example of a realtor in Seattle, Phoenix Rudner. Phoenix Rudner, I think his web site is www.SeattleHouseHound.com.

There are a lot of realtors. If you’re in a situation where you’re providing a product or a service and there’s a ton of competition, especially for service providers, if you’re a holistic practitioner I feel your pain. Every year, the schools crank out hundreds of more students and it’s really hard.

The same with realtors, there’s more realtors every year. He decided that he was going to pick a niche. He picked a really bizarre and unusual niche, which is working with dog owners because he was a dog nut, sort of socially unacceptable level of knowledge about dogs.

He picked that niche and a niche has to meet three criteria. Then I’ll go back. Let me rewind here. So there are three criteria a niche has to meet then I’ll talk about the components of it.

Three Criteria of a Good Niche:

The first piece of criteria that a niche has to meet is it’s a hungry crowd - meaning, they’ve got to be a common shared set of needs that you can help them with. A common problem they’re all experiencing, a common situation that they’re in.

Here’s how you know you’ve got a good niche for that level, for that criteria. If you sat them all in a room together and let them talk, what would you hear? If it’s a good target that you’ve got, you’re probably going to hear a lot of stuff like, “Oh me, too. How do you deal with that? I go through the exact same thing where I’m at.”

You would hear a lot of that kind of commiserating empathy of people being in the same situations. So by that criteria, Phoenix’s target market, dog owners, that works really well. Dog owners are going to have a lot of the same kind of experiences, positive and negative. They’re going to have a lot of the same kind of needs in moving to a new house.

They’re going to need to find a house that’s close to maybe dog parks or ravines. That house is going to have to work for their pet. Is there going to be a yard? What are the by-laws around there?

There’s going to be a lot of issues that you and I probably wouldn’t even think of, if we’re not dog owners, that will come up. There are going to be needs outside of the house by the way, of course.

There’s going to be needs for a vet, grooming, kennels, and all sorts of things. Needs that they have is a niche that he can help them with. So the first criteria, they must have a shared set of needs that you can help them with. It’s not just that it’s a shared set of needs. You need to be able to of course help. That’s the first.

Number two criteria, are there are enough of them? Which is, of course, really important. You can pick a niche that’s really cool, and yes, these people have a shared set of experiences
and you can help them with it, but there’s not enough. There’s like two of them in town. So there’s got to be enough. They’ve got to have a shared set of needs.

**Number three, there are already established, high quality hubs, communication networks etc.** Basically, this means that you can find them and reach them easily. What is a hub? Think of it like the hub of a wheel. It’s the only point on the wheel where all of the spokes come together and meet. A hub is any place where you can find your niche. It might be an association they belong to, an event they tend to go to. I can’t tell you how many times I hear people get excited about a niche they have little hope of reaching.

Before you commit a dime to any niche ask yourself: Do they tend to hang out in the same places? Do they read the same magazines? Do they spend money in the same places? Are they a part of the same groups? There are seven main categories of hubs (e.g. events, businesses, groups, publications, individuals, support systems, and websearch related).

The more hubs that your niche has, the easier they will be to reach. The fewer hubs there are, the harder it will be.

Why do you want to find hubs? Why do they matter so much? Well, consider this - you can spend all of your time trying to find your clients individually, or you can just go to where they already are. You can spend all of your days trying to win the trust of the individuals in your niche one at a time . . . or you can secure the endorsement of someone they already trust and win over all of their trust at once. The latter is far easier in the long term.

When I go to a new town I could spend hundreds of dollars postering the city about my workshops, or I could just call up the local progressive, local business network and get their endorsement. Much easier.

**What to do if there’s no hubs?**

If that isn’t true, if there’s not a common set of hubs, two things.

**Number one,** you may want to rethink the niche. If you’re not really, really attached to that niche, it’s probably a good idea to rethink it.

**Number two,** if you’re really attached to that, which was my case because when I started this five years ago there were no kind of green business, conscious business networks like BALLE, you know the Business Alliance for Local Living Economy. That didn’t exist.

So when I went to look for where conscious local entrepreneurs hang out, the answer was nowhere. So that leaves you with two options. Number one, pick a different niche, number two, create the hubs yourself.

I tried to create a hub but it didn’t really work. I was patient with it because I knew it was a good niche because I knew the hubs were coming. I knew they were in formation.
Again, the three criteria, they have a common set of needs that you can help them with in a common situation. Number two, there’s enough and number three, they have a common existing hub.

So consider what Phoenix did with the real estate. Dog owners, common set of needs. Are there enough? Yes, absolutely. There are a lot of dog owners in Seattle. Three, are there existing hubs? A ton of them. This is where that niche is gold.

At all the trainings I do, I invite people to say what are the hubs that you can imagine? Again, there are vets, there are dog groomers, there are dog trainers, there are kennels, there are pet stores, there are dog trails where you know that people are going to be hanging out.

You could probably do events if you wanted to, to attract attention. There are going to be so many places, dog psychologists, dog massage therapists. There are all sorts of places where dog owners are already going, they already have a relationship and trust.

So those are the three criteria for how you have a good niche. Now, in terms of how you articulate it, there’s two parts. Again, there’s the target which is the first thing and the second part is the problem.

The target should give you a sense of where do find them physically. So dog owners that are the target. Well, we just listed them, all those hubs. That’s where you can find them.

But the problem is how you reach them emotionally. Target, how you find them physically. The problem, how you reach them emotionally. When we talked about empathy and the law of problems, this is it right here.

Your ability to articulate the experiences that people are going through in a way that makes people say, “That’s me. Wow, yes, that’s what I’m going through,” is very powerful.

I remember seeing John Gray, who wrote Men Are From Mars, Women Are From Venus speaking. It’s funny because the way he came up with that name was he was photocopying some stuff and he had written that title on a piece of paper and put it on the side of the photocopier.

People were walking by and they would read it. They would say, “Hey, yeah. That's true.” Men and women, both laughing about it. So that’s why it stuck.

That’s funny, some friends of mine did a fringe play in Edmonton called Men Are Stupid, Women Are Crazy which also seemed to resonate with a lot of both genders.

The point is I saw him speak, and when he spoke, the affect on the audience was the interesting thing. He was articulating people’s experience in their relationships so clearly. I was seeing people gasp. I’ve seen people turn and say, “Is he in our bedroom?”
Husbands are pointing at wives going, “You so do this,” and wives doing the same thing. That’s the kind of level of empathy that ideally you want to have, where you can really articulate their experience where they say, “Oh that is it. That’s so me.”

It’s not easy but very, very powerful when we do it. It builds an incredible level of relevance and credibility. Those are two key words we’re going to come back to in a little bit.

The following is a powerful example of articulating your clients experience in the form of a story. See if you can relate to it in some way . . .

**A Secret Women Know But Men Don’t**

*By David DeAngelo*

I'd like to tell you a story...

It's a story that you might find strangely familiar. Don't be alarmed.

Once upon a time, there was a man who was very attracted to a particular woman.

At first, she was just another attractive woman... but the more he got to know her, the more he began to feel attracted to her... and the more time he spent with her, the more that attraction grew into a deep emotional attachment and affection for her.

But there was one problem.

As his emotional attachment grew stronger and stronger, he also grew more and more insecure.

Why?

Because he couldn't tell whether or not she felt the same way towards him.

Sometimes she would say things like "You are so important to me" and "I'm glad that you're in my life"... but nothing ever progressed past the "friendship" stage.

There was an occasional hug, an occasional kiss on the cheek from her... and once she even held his hand for a long time while he talked about an emotional issue.

But something was wrong with the picture.

She just wasn't acting like a woman that was "falling in love". She was acting like a friend.
The insecurity that he felt became a spiral that amplified itself... and the more insecure he became, the more afraid he grew of "screwing things up" by kissing her or asking her to be his girlfriend.

Plus, the more insecure he became, the less time she seemed to want to spend with him.

After spending many days and nights obsessing over this girl, the man finally arrived at the conclusion that if she only knew how HE FELT, that she would feel the same way.

So he made a bold move.

He TOLD HER how he was felt.

He confessed that he was in love, and that he would do anything to be with her.

She looked at him with compassion in her eyes and said "Thank you... I really mean that... but I don't want to mess up our friendship... you're too important to me...".

This only confused the man more.

He didn't know how to take it...

Did it mean that she really loved him too, but that she was afraid of something?

Did it mean that she wasn't ready for a long-term relationship?

Did it mean that she didn't love him, but that she was trying to give him a hint?

Did it mean that he hadn't tried hard enough?

Did it mean that he needed to put everything on the line and REALLY let her know how he felt?

He finally decided that he couldn't go on like this anymore... he had to be with her.

He had to make sure that she knew just how much he wanted to be with her... so he took a big step, bought her a symbolic gift, and wrote her a long, long letter... again confessing his feelings.

And then the unthinkable happened.

She didn't reply.

He called her three times a day for almost a week before reaching her.

She made an excuse about being very busy, and said "I'll try to give you a call soon, I have to go"... and hung up...
...but he never got a call back.

Over the following months, the man tried desperately to understand what went wrong... and what happened.

**THE END**

**How to tell people what your niche is:**

The niche is the most important thing. The way you would say it is a phrase like, “I work with ___ kinds of people who are dealing with ___ kinds of problems.”

Let me give you a few specific articulations of this. There is a great guy in Edmonton, Ron Berezan, who has a business called The Urban Farmer. He works with environmentally conscious home owners and community groups in the Edmonton area who have a desire to live more sustainably in their own back yards but they’re overwhelmed by their lack of knowledge, lack of skills or time to achieve that on their own.

You know, what to do? How to do it? Where to start? They’ve often been meaning to do it for years, but they feel really frustrated because they haven’t made time and made it happen given how important it is to them.

You can check him out at [www.TheUrbanFarmer.ca](http://www.TheUrbanFarmer.ca). It’s a little bit ramblely which is good. It’s like; I don’t know if you’ve ever had this experience where you talk to somebody. You say, “So what do you do?”

Then you see their eyes roll into the back of their heads and they do their elevator pitch to you. It’s like this totally dehumanizing moment where it’s like their body is there but their mind is near by.

I think the most important thing if somebody says, “What do you do?” just sort of as an aside, just have human conversation. So I think it’s okay if it’s a little bit rambley and it’s not this tight thing.

Another one is a woman in Edmonton who works with breast massage. Her thing, she says, “I work with women in Edmonton who may be having some concerns about their breast health. Maybe they’re having some discomfort while pregnant, tenderness from breastfeeding, PMSing or menopause or have had breast reduction, augmentation surgeries and are experiencing complications due to scar tissue where there’s been some trauma from seatbelt injuries sustained during motor vehicle accidents or women who have had a cancer scare, those kinds of things.”

If you’re interested in finding out more, you can e-mail me and I’ll send you her info.
The point is, what you can hear in those, is that, that statement is all about the *customer*, not about the *business*. It’s all about describing them and what they’re going through. It’s not that it’s not important for us to say, “Here’s what we do and how we do it.”

**How to tell people about what you do at networking events:**

That is a very important part of the process, but it comes later. And just as a quick aside, there’s this guy Robert Middleton, I suggest you all check out. He’s got a great web site called [www.ActionPlan.com](http://www.ActionPlan.com). He’s got a really brilliant syntax in terms of his perspective on marketing and I think very great in terms of conversations about our business.

I can’t go into this into detail. He goes into more detail. He’s got a lot of free stuff on his web site. I really recommend checking out his stuff. His e-mail newsletter comes out weekly and it’s just gold. It’s one of the only ones I read consistently because it’s not all hype and offers.

But his piece was that first thing, we talk to the target. Second is the problem which is what I’m saying in terms of the niche statement. “I work with these kinds of people dealing with these kinds of problems.”

Here’s a few real life examples:

1. **Radical Business:** We help green, community-minded, conscious, holistic and locally owned businesses that are struggling with their cashflow, not attracting enough clients and keep ‘meaning’ to handle their marketing - but end up putting it off. [www.tadhargrave.com](http://www.tadhargrave.com)

2. **D-Tox Salon:** We work with chemically sensitive individuals who can’t go into a regular salon due to the amount of chemicals used. And they feel so frustrated because they’d really love to get a salon treatment but they can’t. They’ve got nowhere to go. [www.dtox.ca](http://www.dtox.ca)

3. **Natural Hair Regrowth:** I work with men worldwide who are suffering from hair loss. They are frustrated, they lack self-confidence, and have low self-esteem. They would like to grow hair, but many have tried other products/services, without results. Others are in denial, and refuse to look at themselves. [www.luftekhairgrowth.com](http://www.luftekhairgrowth.com)

4. **The Urban Farmer** works with environmentally conscious homeowners and community groups in the Edmonton area who have the desire to live more sustainably in their own backyards but are overwhelmed by a lack of knowledge, skills, or time to achieve this on their own. What to do? How to do it? And when to start? They’ve often been meaning to do this for years - but feel frustrated that they haven’t made it happen given how important it is to them. [http://www.theurbanfarmer.ca](http://www.theurbanfarmer.ca)

Third, we talk about the results that we produce. “What do I do is I help them to achieve ____,” whatever that result is.
You should be able to say the result in like three to five words or in a sentence at the most. It should be pretty simple. You know, “I help them cut their absentee rate in half,” or whatever it is.

The fourth thing is case studies or stories. So an example of this might be “X” and it’s good to have two or three kind of case studies or stories in your back pocket that you can pull out when you need to.

Now, the next one is the method. This is the problem is when people say, “What do you do?” we often get really caught up in the methodology. If you’re a holistic practitioner, we start talking about how we do this kind of rakey or this kind of healing technique and people don’t care. They really don’t.

They care to see if we help people like them, if what we’re offering is relevant, if it’s valuable, if we’re credible in their eyes. That’s what they care about. Then they’re going to care about, “Okay, what kind of results do you produce for people? Oh, that sounds really compelling.”

They want to hear some stories and then we can talk about the methodology. But a lot of times we’re too caught up in our methodology. That’s the niche. That’s the first thing.

**The Irresistible Offer:**

The second thing is the offer. This is so critical. I’m going to be saying everything is critical. That’s what we’ll call it because it really all is. The offer, this is the heart of the marketing.

What people are really looking at when they’re looking at what we’re buying is, they’re asking themselves a few questions. Number one, they’re asking themselves, “What are you trying to sell me? Is it a massage? Is it a burger? What is it?”

Number two, “What does it cost?” Then they’re looking like, “What’s in it for me and why should I believe you? What are you trying to sell me? What is the cost? What’s in it for me? Why should I trust you? Why should I believe you?”

They’re looking at the return on investment, the ROI. “If I spend the money, is it going to be worth it?” We all do this. It’s the quid pro quo. “If I give you the money, am I going to get a good deal?”

Here’s a question that’s central to all of this . . .

**Why don’t other people love your business as much as you do?**

Why don’t you get the kind of response you’d like to your emails, ads or mailings?

Why do you get only mild interest or blank looks from people when they ask you what you do?
In this section I hope to lift up some of the uncomfortable truths (some of which might be hard to hear) around these questions. I hope you’ll be open-minded.

I want to make two bold claims. Here’s the first:

As it stands right now, your offer is - almost certainly - resistible. It’s easy to say ‘no’ to. When you tell people in your target market what you do, when you place ads or try to market your services - you’re met with either confusion, blank faces, mild (read: polite) interest, ‘That’s nice,” followed by a change of topic or . . . absolutely no response at all.

Here’s the second:

Radically (not moderately) improving the irresistibility of your offers is the simplest and most powerful action you can take to grow your business - pretty much at any pace you want. Literally like a faucet you can turn on or off at will.

That sounds like hype.

And of course there’s more to it.

Having an offer won’t do everything.

You still need to know where to find your target market.

And you still need to have a plan on how exactly you plan to introduce your offer to them.

It’s important to make sure you have the business systems in place to make sure you can consistently deliver on what you promise.

You still need to think about the mechanisms, incentives and excuses to make it easy (and desirable) for people to talk about what you do.

All true - but consider this:

What good is it to know where to find your target market if you have nothing to offer them. Or - more to the point - nothing they are excited to buy?

How can you possibly create a strategy around introducing your offer - when the offer isn’t that good?
What’s the point of creating some really whizbang word of mouth strategy if all it’s going to do is let people know that what you’re offering is actually pretty mediocre?

But let’s go back to the first . . .

**People just aren’t that excited about what you have to offer. Let me tell you *exactly* why your offer hasn’t been pulling even a fraction of the response you secretly know it could.**

You don’t want confused faces when you tell people what you do.

You don’t want polite interest.

No, you want them to say, “Hell yeah!” or “Wow! How do I get one?”

Your offer must - at the very least - get their attention and engage them to want to know more. It must at least strike the chord of relevance.

Your offer must be crystal clear. It must give easily understandable answers to the following questions:

1. What are you offering me? (in plain english)

2. What’s the return on investment (ROI)? If I give you my hard earned money - what do I get back? Why is this worth it to me?

I’d be willing to be that you aren’t answering these questions as well as you might think you are.

In fact, let me tell you the logical reasons why people aren’t as excited about your offer as you wish they were. There’s 10 likely culprits to the disinterest you’re getting from the marketplace. I think they’ll make a lot of sense to you.

**Big picture:** It’s because there are certain core elements of your offer that aren’t ‘right’. You can look for all the bells and whistles and fancy new marketing tactics but - at the end of the day - if you’re missing these things your offer is much more likely to fail.

In fact, if you are suffering from too many of the following the problem may not be that you have a ‘bad’ offer - but that you have NO offer.

1. **Unclear or Non-Existent Target Market:** I’d say that I see this in about 90% of the cases of resistible, moribund offers. When I ask “who is this for?” I get answer that translates as “everyone. this product/service can help everyone.” But targeting everyone doesn’t work. You can’t do it. When you narrow your focus to just the communities you most love and are best able to helps you will be shocked at how the floodgates of
creativity open up. You will find yourself in a place to create offers that pull many times
the response of our current ‘do-nothing’ offers.

2. **No clear problem being solved.** This is directly related to #1. Your inability to articulate
- with crystal clarity and profound empathy - the experience, problems and needs of the
person your marketing too stops everything dead in its tracks. The first filter that your
product and service has to make it through is the filter of relevance. People look at
everything product or service and silently ask themselves, “can this help someone like
me?” And if they don’t get an immediate answer of yes - the game is over - **no matter
how great your product is.** Hard but true. They must see themselves in the product. It
must be immediately apparent - with no need for guess work - that this can help them
with a problem they are currently experiencing.

3. **No clear results being promised.** This is the flip side or mirror image of #2. You can’t
just give empathy for the problem they experience - you need to paint a picture of what
life would be like without the problem. You need to tell them exactly what sorts of
results, benefits or changes this product will bring. You need to articulate the experience
they’ll have once they own it. Most businesses don’t do this - instead, they drone on ad
nauseum about how great they are.

4. **Wrong Package:** If you’re really clear about the three above (and I can tell you that you
probably aren’t even if you think you are) and there’s no response still - then it could be a
few things - almost certainly you haven’t identified the right mix of products and
services. If you have a core product and service - that product or service can be made far
more relevant by choosing a target market and far more valuable by adding other
products and services to it. It can be made more valuable by thinking through the whole
experience people will have with you from booking the appointment to the appointment
itself to them leaving. From them buying the product to using it. With a few simple
tweaks and additions your offer can likely be twice as attractive. What to add? What to
tweak? This depends 100% on who your target market is and what problems they’re
dealing with.

5. **Wrong articulation:** To correct that - people just aren’t that excited about what they
*understand* of what you’re offering. You’re using a lot of confusing jargon. You’re
speaking in platitudes.

6. **Too much too soon:** You’re trying to sell them on the whole farm on their first visit. You
aren’t taking the time to build a relationship. It’s as if they come into your ice cream shop
and ask to try a taste of the pistachio gelato and you try to sell them a quadruple scoop
waffle cone. You haven’t thought through you marketing strategy from meeting to
buying.

7. **Selling your methodology before promising a result:** When people ask what you do -
what do you tell them? What is it that you highlight in your ads or on your website? For
most people it’s their company name and logo. This is the first thing that people see.
Hard truth moment: no one cares. But the next place a lot of people go to is straight to
how they do what they do. The classic example is someone at a cocktail party saying, “Oh, I do a unique combination of trager, shiatsu, the reconnection, quantum healing and rebirthing.” Eyes glaze over. Awkward silence ensues. No business occurs. What just happened? They jumped to far ahead. People don’t actually care how you do what you do until they know what you do and who you do it for. I don’t tell people, “I do workshops and one on one consulting.” That’s how I do my work - but it’s not what I do. What do I do? I work with green, community minded and holistic entrepreneurs who are struggling with their cashflow and not attracting enough clients and what I help them do is to craft strategies that allow them to attract more of the kinds of clients they’re looking for.

8. **No empathy for or understanding of ‘industry frustrations’:** In every industry there are certain things that piss people off. Cell phones? The way they lock you into unbreakable contracts. Plumbers? The show up late, don’t fix it right the first time and charge you more than the initial quote. Web designers? You always have to go to them to make updates on our site, which they charge you for, and you have to wait til they get around to it. Make sense? The point is that it’s not just one company that does these things. It’s the whole industry. And here’s the golden question - do you know what these are for your industry?

9. **Not understanding why people are really buying what you’re selling and not speaking directly to those needs and desires:** This one is shockingly difficult to wrap one’s mind around. We spend years becoming experts in articulating the features and benefits of our products and services - but we’re still novices at articulating the experiences, problems and needs of our target market. Remember, they aren’t buying your product per se. In their minds, they’re buying relief from pain. They’re buying a solution to a problem. But what is that problem or pain? Can you articulate it better than they can?

10. **No case being made: credibility.** It’s not enough to make wonderful, huge claims about what you can do. You must be seen as a credible source of the solution they need. They must trust that you can produce the results you say you can. You must, in short, make your case before the jury of your target market. You must show them the steps you would take them through, give them evidence (e.g. testimonials, case studies, certifications, articles written etc). Without credibility - they will not buy. Period.

**The Result You’re Promising:**

In my mind, there’s really two parts of your offer: The result your offering and the case you build about how you can achieve that result.

At its core, your irresistible offer is a result you’re promising. You should be able to capture the essence of it in a single sentence like these excellent (albeit corporate) examples:

1. **FedEx:** When it absolutely, positively has to be there overnight
2. **Dominoes:** Hot, fresh, delicious pizza to your door in 30 minutes or it’s free.
3. **Clearasil**: Visibly clearer skin in three days. Guaranteed.

Does that make sense? This result is the beating heart, the raison d’être of your business. You do no exist as a business to sell them products or services - you exist to help them get this result.

Ideally you should be able to state your result in 5 words or less. Think: more money, lose weight, green your business, sleep better, more energy, better sex, say no without feeling guilty, feel confident approaching attractive women, get more clients etc.

Can you sum up the core results of your business in so few words? You need to be able to do that. That’s a must. Why? Because that’s what you’re really, really offering. What your offering is not your product or service - those are just means, they’re tools to help them get a result. What are those results? The best way to identify the results is to look back to the problems you solve and identify the opposite.

Once we identify the results that people are coming to us for - this changes everything - because now we need to bend every aspect of our business towards helping them get those results. We need to evaluate everything we offer them through that lens. We might realize that what we’re offering them is actually not the best solution to their problem. That our current package of products and services - our current offer - is not the best strategy to get them that result.

We begin to see that we might need to add other people’s products and services. We might need to partner. We might need to increase the quality of our products and services. In fact, assume that you will.

**An interesting point**: if you have no clear target market it will be almost impossible to identify what this result is. Put another way: if you’re having a hard time identifying the compelling result you offer, it’s likely that it’s because you’re not clear on your target market.

**Making Your Case:**

Once you’ve articulated the result you’re promising, it becomes critical to explain just exactly how you intend to achieve it. It’s not enough to make big promises - they must be backed up. People want to understand the process you’ll use. They want to know the policies, procedures and standards you live by that will assure them of the result.

This step is all about building confidence.

If someone heard the result you offered and said, “Well, that sounds nice, but why should I trust you? How do I know that this is really going to happen? How can I be sure that this will be worth the money you’re asking me to spend?” What would you say? Most entrepreneurs have no solid answer to that question.

Consider what I tell people about my **Radical Business Intensive**.
Come and join us for the “radical business intensive” a weekend long, content-rich, roll-up your sleeves, nuts and bolts workshop on “strategic marketing for 20 conscious entrepreneurs” (worth $1693) for whatever you want to pay.

The Eight Really Very Fair Conditions of Your Invitation:

**really very fair condition #1:** You pay me nothing before you come. Other than a simple $100 post-dated deposit to hold your place, you pay nothing. The deposit is only cashed if you’re a no-show at the event. Otherwise it is returned to you - uncashed - on the Friday night of the weekend. There is no registration fee. No credit cards. No post dated cheques to pay for the event. Nothing. No funny catches here. You get to attend the entire weekend (valued at about $1700.00) and you don’t pay a dime until the last 7 minutes of the weekend. Seriously.

**really very fair condition #2:** Get over $500 worth of materials for FREE the second you enroll (whether or not you show up at the event). The split-second you enroll, you will immediately gain access to 17 detailed, example-rich, content dense and easy to use Virtual Workshops representing not only the full content of the weekend but even more material than the weekend can realistically cover. You will get about 500 pages of to-die-for material you’d normally have to pay hand over fist for. You will never be asked to pay for these. These are your gift for taking the time and risk to enroll. You get them so that you can “check me out” before you come. You get them so that you can immediately start to apply the content before you ever come and profit before you pay.

**really very fair condition #3:** You will be taken out to dinner. On the Saturday night of the event, I will treat the entire group of 20 participants to dinner at some local, funky, cool, organic restaurant. I will pay for food and you can pay for your drinks. It’s a fun evening and a great way to get to know each other outside of the confines of the workshop. Plus you’ll get a bar of dark, organic, fair trade chocolate when you arrive on the Saturday morning. I know, I know. It’s unfair, blatant bribery . . .

**really very fair condition #4:** Pay what you can. So, how do you pay? Absurd as it seems you decide at the very end of the weekend. You will get an envelope in which you will put whatever you want to pay. Seriously. If it sucked, you can pay me very little. If it was wonderful, you can pay more. There’s only a few small catches to this which I’ll explain later (but I think you’ll agree they’re charming and more than fair).

**really very fair condition #5:** Only cool businesses allowed. These trainings are open exclusively to businesses that are some combination of locally owned, community minded, green, holistic and otherwise conscious. I actively turn away those businesses that aren’t. You will feel
excited arriving to know that you’ll be meeting 19 other inspiring entrepreneurs who share your values.

**really very fair condition #6: SPECIAL BONUS:** At the end of the weekend I will give you a mystery gift worth $79 as my way of saying thank you for taking the whole weekend of your time. But no, I’m not going to tell you what it is now.

**really very fair condition #7: Invite friends to attend the Thursday and Friday nights for free.** I welcome anyone to come to the first two nights ‘on the house’. No charge. No expectation of continuing with the weekend. They don’t get the materials, and, of course, this doesn’t guarantee them a spot at the weekend itself, but - if there are spots left - they’re welcome to continue on a join the rest of the weekend.

**really very fair condition #8: The first five people to enroll win a 30 minute consultation worth $100.**

The Value Propositions and The Value Proposition:

This is where we start talking about the results that we’re promising people. Something I want to lift up for all of us here that’s so important is that a lot of it is we’re conscious businesses. We’re green. We’re eco-friendly. We’re community minded and it’s really important to distinguish here between a value proposition and a values proposition.

The values proposition is your values. You know, “We’re green. We’re eco-friendly. Every year we do an ecological footprint on our business. We use only recycled products. We’re fair trade, living wage. We give 10% of our profits to a charity.”

And it’s important to create one. I was recently at the launch of Calgary’s new green business network, [www.reapcalgary.com](http://www.reapcalgary.com) and the founder pointed to a monster.ca survey that had been done where 78% of Canadian employees would leave their current job for a more conscious, green job. And 81% of 1275 surveyed agreed that their employer was either polluting, ignoring the need to become greener or needed help in moving in that direction.

All things being equal, companies with a solid and compelling values proposition enjoy: more customers, more loyal customers, more leeway when they screw up, more loyal employees and more credibility in the marketplace.

In case, you don’t care about these and are thinking of ignoring it (or you’ve got a great values proposition and are too lazy to tell people) you might be interested to know that not only are more companies joining this green revolution. More companies are reporting it to their investors, board, employees and customers. Out of the top 250 companies in the world, 35% created sustainability reports in 1999. In 2005, it almost doubled to 64%. 45 of the top 100 American companies do. 87 of the top 100 European companies do.
But, this is a vital point. It’s not just enough to identify your values proposition - you must then embody and communicate it to your staff, your customers and anyone else important. And you must be specific.

1. What codes of conduct do you hold?
2. What values based certifications do you have? (e.g. certified organic, fair trade etc).
3. Have you been endorsed by any significant non-profits?
4. Are you a part of any local, green business initiatives? etc.

So, your values proposition is vital. But, it’s not going to be the only reason why people buy. There’s a small chunk of the population that’s why they’ll buy. They’re hard core. They’re just going to buy because of that even if they have to spend a lot more.

Even those people, there’s still fundamentally this question of a return on the investment which is the value proposition. So there’s the values proposition which is your values, and then there’s a value proposition; What is the value they get out of it? What’s the return on investment?

I see this and it breaks my heart so much because I see so many great, good-hearted green conscious cool entrepreneurs who are really frustrated with why they’re not getting more business.

It’s so clear to me when I look at it because they focus all their efforts on their values but not on the value the customer’s getting. It’s a super tragic mistake, so just to notice where you’re oriented.

It’s not that the values don’t play a role. They can be very, very powerful as an augmentation to the value that people are getting from your business. But it can’t be the whole thing.

For different target markets there’s probably going to be a different ratio but consider both of them.

Here’s a great example: your car breaks down and just as you pull off the road you magically pull into an autobody shop. Amazing. What luck! And not just any shop. It’s a ‘green/ecofriendly’ shop. They greet you warmly, serve you organic snacks and delicious fair trade coffee while you wait and read cool, progressive magazines. You get a free buspass just for doing business with them and they encourage you to drive less. Amazing. You leave in such a wonderful mood and then - a block later - your car breaks down with the same problem. They embodied their values but didn’t deliver on the value. Make sense?

**The Three Keys to Your Irresistible Offer:**

There are three keys to the irresistible offer. You’ve heard these words before and now I’m going to flag them. Three words you’re going to hear me say again and again and again, **relevance**, **credibility** and **value**.
Relevance, credibility and value, these are the three keys to whether an offer is going to be irresistible. The first key, relevance, again, does it speak to and address a problem that they have?

How **relevant** it’s going to be is whether they believe they have a problem in the first place or you can educate them to help them see they have a problem. Whether they believe that problem can be solved.

If somebody’s had crippling back pain for their whole life and nothing has ever worked, sometimes people hit a point of learned helplessness where it’s like there’s nothing that can be done about this problem.

If people are in that point, there’s going to need to be a lot of education and empathy to help them understand, “Yes, there is.”

Lou, who is on this call, does a lot of work with men who are kind of frustrated because they’re losing their hair. They’d like to grow hair and they’ve tried all these other approaches and it’s just been scams and it hasn’t worked. He does some really great work with them to help them with that.

So it’s got to be relevant. But they’ve got to believe it can be solved. If somebody came across what he did and they’ve been burned a bunch of times, guaranteed, and I know he’s experienced this, they’re going to be cynical, skeptical and they’re not going to move. They’re not going to actually do anything.

Do they believe it must be solved, or just should be solved? If they’re in a point in a real crisis, they’re in a lot of pain, they’re a lot more likely to move, of course, than if they don’t see that. Sometimes it’s like people are using these toxic chemicals and they have no idea of the impact of them because there are no symptoms.

It’s not like they’re breaking out in rashes or bleeding from both of their eyes. Sorry for that image. It’s not like that’s happening. They’re not experiencing any symptoms.

So sometimes what we have to be doing is helping to educate them and understand, “Here are the long term effects,” and doing it in ways that really get them. They really get it emotionally and not just as a logical, intellectual constricts.

If you’ve been in activism, you know you can’t just lecture people about the issues. It doesn’t work. We need to grab people in a more meaningful way.

Is it that it must be solved and is it must be solved now, or like whenever? Sometimes it’s like that really does have to be solved, that is a must, but it can wait. So it’s going to be relevant to the extent that they believe, and that you’re speaking to a problem that they have that can be solved now.

That’s the heart of relevance.
Two, credibility that they believe that you can solve it is the bottom line. People are cynical, again. People have been burned. It’s like, do they even think you have the credibility to deal with it? So that’s really important.

Here are some key ideas to hold onto when thinking about building credibility:

1. logic: tell them why you’re giving them such a huge deal, break down the process you use that assures them of such excellent results
2. honesty: tell them your profit margin, tell them your selfish reasons for doing what you do. Don’t ever leave them to wonder why you’re doing what you do or how much money you’re making.
3. values: be about something bigger than profits. Take a stand for something.
4. humility: admit your flaws, tell them where you aren’t perfect, be upfront about the limitations of what your product and service can do. If your ‘green’ product isn’t 100% green - then tell them that - tell them what’s not perfect about it. They’ll respect you for it.
5. educate: help them about your industry, help them understand how to make better purchasing decisions
6. be part of the community: if they see you as one of them, a part of their crew, their trust will go up immediately.
7. testimonials: some things that your clients can say about you in testimonials would seem incredible arrogant were you to say them about yourself.
8. evidence: awards, case studies, special reports, articles, certifications etc. Any documentation that you can provide which proves you can do what you say you can will give you more credibility.

And three is value, which to me, the heart of it is that they believe that you can solve it better. There’s a core question in marketing. It’s interesting to ask people this when they explain their business is just, “Well, why should I do business with you versus the competition?”

Most people do not have a very strong, compelling answer to that. They’ll get a lot of answers like, “Well, you know. Because we offer quality service and dependability.”

**Your Unique Selling Proposition:**

The problem with that is everybody says they offer quality service and dependability so it’s no longer unique. There’s a term in marketing called the “Unique selling proposition” or the “USP”.

The Way of the Radical Business - www.tadhargrave.com
The USP is really the answer to the question. “Why should I do business with you versus the competition?” That’s the heart of the value. What is it that you can do better and better doesn’t mean hierarchal or whatever?

It’s like, it’s faster. It’s just done in a way that’s more relevant to them, better for them. Again, when we’re talking about these three things, relevance, credibility and value, this is where people start to find out how clear they were with the niche and how good a niche they have.

If I were to say, “I want you to go out and I want you to get a present. It’s got to be the perfect present for this friend of mine,” but I don’t tell you anything about my friend.

But I say, “If you don’t do it, you never get to see your in-laws again.” Your in-laws, I blew the joke. If I said, “You never get to see your families again.” It would be a very high stress situation unless you also didn’t have to see your in-laws.

But it would be very hard. You don’t know anything about my friend. That’s the similar position a lot of businesses put themselves in when there is no niche that they’re going after.

By the way, if you’re freaking out like, “Oh my God, I don’t have a niche. Oh no, it’s all over.” It’s not. We’ll get to that in a second. But it becomes very hard. How do you come up with an irresistible offer with this thing, this gift that you’re offering to the world? How do you do that if there’s no sense of who they are?

So whether it’s relevant, whether you’re credible, whether it’s valuable to them, what’s going to be valuable to one group will be totally un-valuable to another group.

There’s a hotel in New York. It was this boutique hotel, very artsy, avant-garde. They did a survey in the newspaper 24 out of 25 people hated it, like strong feelings about it.

They went to the hotel manager and they said, “What do you think about this?”

He said, “Let them. Let them hate it. Because if 24 out of 25 hate it, one out of 25 loves it.” It was true because he had a very dedicated following like 2,000,000 people living in Manhattan I think. One out of 25 out of 2,000,000, that’s not much but you can live on it.

It’s all is this relevant, credible or valuable to the niche specifically? It’s really important to just look at the competition. Look at the other people in business. What are they offering? What’s the gap? What’s the un-met need?

The offer is very much about the “What’s in it for me?” If you’re looking at, “How do you differentiate what you do from what other people do?” there are some really just simple things to look at.

Can you differentiate yourself by who you offer to? That’s the niche. That’s, to me, one of the strongest ways to do it. It may be that what you offer is different. You offer some new thing. It
could be how you offer it. This is the W5 and H, you know. It could be who, what, where you offer it.

Maybe you offer it in a community or a neighborhood that doesn’t have it. They never have had an organic grocery store and you open a New Seasons Market. In the states they have done a fantastic job of going to specifically more lower income minority neighborhoods and opening these grocery stores that are sort of a mix of these healthy organic plus conventional stuff.

Hiring local folks and people have said in those communities it would never work. And it works really well.

It could be where you do it. It could be when you do it. You know night schools. It was a great idea. People couldn’t go to school during the day so they opened up night schools. Their only USP, their only selling proposition is, when? Everything else is the same.

Sometimes that can be enough. Sometimes it can be how you do it. You still offer them a massage but the way you do it is different. There’s a studio in Seattle. We were talking about this and somebody said, “Oh, well there’s this great studio. Normally it’s like $60, $75 for a massage in town but there it’s $99.”

But, what happens is when you show up, you show up an hour before. You’ve got three hours there. It’s a spa. They give you a bath robe. They give you a towel. You can have a nice hot shower; take as long as you want. You can go sit in these incredibly luxurious comfortable chairs.

They have a hot foot bath and you can just sit there and read and relax. They’re saying, “We think it’s unreasonable for you to come and just lie down on the table and unwind instantly. We think you should take some time so you can really enjoy the massage, just to relax and breathe again.”

So you’re sitting there and you’re reading, relaxing. You go have your massage and you have another hour. You can have a shower, sit with the foot bath, and relax. And some of you, you want to go to it as I’m describing it. I know.

But for $99, and for them, it’s a great offer. It was how they did it. The irresistible offer. Here’s another thing that’s important. Some of us already our businesses really are great. What we’re offering is really incredible stuff. It’s very high value.

But there’s a difference between the internal reality in your business and the external reality of the business. I’ve done this so many times that it’s become a joke at my workshops. Where I’ll say, “Raise your hand if you, there’s three reasons your business can fail.”

“One is your product sucks. Your service sucks, customer service, or your marketing sucks.” I say, “I want you to raise your hand if you think you would rate your quality as the lowest of those three.”
Nobody raises their hand. “Raise your hand if you would rank your product or service the lowest.” Nobody. Then I would say, “Raise your hand if you would rank marketing the lowest.” Everybody raises their hand.

### Marketing is Education:

Now, what that says is for most of us, there’s an incongruency in our business. There’s an inconsistency between how great we are and what people know.

In Halifax, Nova Scotia there’s this great restaurant called The Wooden Monkey. The woman who runs it, Lil McPherson, is one of my favorite people in the world. She is a really passionate lady and the restaurant is so cool.

But what was interesting was I didn’t really realize how cool it was until I had been there for a few weeks and I was overhearing things. Like, some of their tables were cross sections of trees that had been knocked over during Hurricane Juan when it came over, a whole bunch of trees and Halifax got just taken out.

But they took them, salvaged them, turned them into tables and used them as some of the wood in the restaurant, which I thought was just great. They don’t serve anything that’s grown more than 500 kilometers from the restaurant. They don’t serve any Coke or Pepsi, hooray!

It’s all Propeller stuff which is made like two blocks at a factory. It’s mostly organic. Everything they can do, it’s just there were so many incredible things about this restaurant, that it took me a while to find out.

Here’s some other things Lil told me about the Wooden Monkey with a bit of digging . . .

- **STAFF:** The main Criteria is a positive attitude and respect for their own health and our customers. But our strength is our staff being very informed about our food and caring about the planet. When we hire on our new staff they have to be on board with our values and eager to learn new food items, and what these foods can do for their health. But, there is a lot to know at this restaurant. We have so many very different ingredients and have developed a 50 part questionnaire on all different veggies, teas, seaweeds, etc. and parts of the restaurant, from food to the construction of the restaurant which all staff must take after 6 months... to see how much they know about everything. In this way we can ensure that all of our staff have the answers our customers want - at their fingertips. What it was built with? Where do certain foods come from (what farm?) What is Kombu, Banchea tea, etc, and what does it do? Our food is not only great, but some of the ingredients are healing for sure. I have just started a library of DVD’s about the environment for the staff to watch.

- **SERVICE:** Service is everything and we feel we work very hard on this, because this to me is the very heart of your business period. I believe and strive to go the distance for our customers to have the best experience, which always means a good meal and excellent service... but it’s when things go wrong that we have the opportunity to rise to the top and over compensate the customers. This is a very important part of making a bad situation into a great one, and having your customers leave feeling great.
LOCAL AND ORGANIC: We are focused on providing local and organic food, while offering fair trade organic coffee, locally brewed beers and wines. We use only Nova Scotia farm produced free-range meats, beef, chicken, pork along with organic grains, flours, raisons and locally grown organic veggies. By using locally grown organic produce we not only ensure the quality of the food we serve is so far as this is possible, but we provide material support for the local farmers who share our commitments to human health and the environment.

SMALL PRODUCERS: Back then I decided that I was going to focus on buying from smaller producers, choosing to stay way from the traditional large soft drinks company's, large multi food suppliers etc. Instead we choose to serve locally make root beer, other local sodas, real Nova Scotia cranberry, blueberry, and apples juices as well as homemade lemonade.

LOCAL ARTISTS: By providing a venue for local artists (we hang their art on our walls which makes our restaurant look beautiful and sell them for no commission which makes them money) and musicians (who play their locally grown music over dinner) we hope to also contribute to the cultural life of Halifax in which we have both been involved for many years.

HEALTHY FOOD PREPARATION: We don't use any microwaves or deep fryers. There is no processed food at all in our restaurant. Everything you eat was made from scratch, and always will be (even our mayo - using maple syrup as our sugar?)

ENVIRONMENTAL: We use environmental cleaning products, toilet paper, biodegradable take out containers, cups, forks, knifes, we use recycling napkins, papers towels, etc...

EDUCATION: We are trying to educate the public on how very important it is to our future food supply to support our local, and organic agriculture. I am myself have been doing talks about what we are doing at the Monkey in University's, schools, women's groups, etc...I love the education part of the Monkey!

Does it work? As of this writing in early 2008 they’re thriving. They’ve been selected as one of Halifax’s best new businesses. The Wooden Monkey has been featured on television, radio, local and national newspapers and several magazines. Says Lil, “There have been at least fifteen articles written about us and just recently we were mentioned in the book written by Jo Wood, the wife of Ronnie Wood of the Rolling Stones. Her book is called "Naturally" and it's a great book about organics - we are on page 42.”

But the point is this: I had to dig to find out those things. Your clients should not have to dig.

A lot of us, we’re so close to our businesses that we sort of assume that people know these things, and they don’t. In a restaurants case, the thing I would encourage every restaurateur to do is, when somebody comes in, sit at the table and the waiter comes up. The first question out of the waiter’s mouth should be, “Welcome. Is it your first time here?”

If it’s their first time there, there should be a little one or two minute welcome talk that they get. You know, “Welcome to The Wooden Monkey. It’s so wonderful to have you. We always like to give a little bit of a welcome introduction to our restaurant so people can know a bit about it.”
And just tell them. Highlight all the great, wonderful things that they would have no way of knowing otherwise. In the menu have a page where it really tells the story, bullet points, flags the things. You could have bios and photos of the wait staff and servers there.

The key is we’ve got to educate people about the value of what we do. Sometimes, for some of you, it’s not going to be, you already have an irresistible offer. It may not be that there’s anything that you can add or change. It’s just that you are not articulating and educating people as to the value of what you do.

Marketing, if I had to sum it up in one word, is education. Education, if I had to sum it up in a sentence, I would say what a guy named Mac Roth said which is, “Marketing is about establishing the value beyond the immediately apparent.”

“Marketing is about establishing the value beyond the immediately apparent.”

It’s almost like you’ve got to think about it like you’re in court and you’re in front of a jury of your niche, your target market. You’ve got to make the case.

Why should they go with you versus the competition. If you were going to make that case, you wouldn’t just stand there and make a bunch of sort of nebulous claims about quality, service, and dependability. It wouldn’t be full of platitudes. You’d be making a very logical, sequential case.

Specifically, one of the things that we do at our marketing trainings from the first night, is I give people a chance to bitch about bad business experiences they’ve had.

People are very hard to stop when they get on these. We’ve all had these times where we got screwed by a business and it really pissed us off and we told everyone, which is important to remember for word of mouth. We tell everyone we know when we have a bad business experience.

Statistics and studies seem to back it up that people have a great experience, they don’t tell as many people as if they had a bad experience. It’s part of why we talk about our products and services and gossip about it, is because it’s a way to protect ourselves.

**Four Keys to Making Your Case:**

The point is that people have had these rotten experiences and when we’re looking at telling people, “Here’s what we do differently.” Then what are all the common frustrations. You can’t just say, “We do it different.”

You have to really make a case of four things. What are the policies, the procedures, processes and the standards that your business holds? The policies, the procedures, processes and the standards.
Just one quick example on this, which I just thought of now and I’m hoping I can find, is New Seasons Market. They have this thing called the fine print. The fine print is their description of the standards, policies and procedures that they have in their store to make it a better shopping experience.

If you think about your own shopping experiences, you’ve probably had some frustrating ones, some ones that weren’t so hot. Well here’s what they do. They have this thing called the fine print. It’s not just something that they made and is on the back wall somewhere.

It’s in posters in the grocery store. It’s printed on every single grocery bag. It’s out there. People know about it. All of the employees know and understand this really clearly.

Let me read through them and you’ll get a sense of what I’m saying in terms of just making vague claims, they make specific ones.

- **Open the next register policy:** more than two people in line, we’ll open another check stand right away.
- **Staffing policy:** we hire people who really mean it when they say, “Have a nice day.” We treat them as well as we want them to treat you.
- **Helping you find it policy:** We’ll escort you to the spot unless you just want directions. (I heard a sigh of relief when I read that).
- **Product returns policy:** if it’s not exactly what you want or you don’t like it for any reason, bring it back for a no hassle return. We’ll replace it or refund your money with a smile. We promise.
- **Eating in the store policy:** go for it. Please pay for it on the way out. (Isn’t that refreshing? Isn’t that so nice?)
- **Discount policy:** enjoy a senior discount every Wednesday, 10% off almost everything for those 65 or better.
- **You break it policy:** if you break it, don’t worry, accidents happen.
- **Problems policy:** we have, find and make solutions. Visit the solution center at the front of the store.
- **Special requests policy:** Yes.
- **Squeaky wheel policy:** our shopping carts will be oiled and maintained so they don’t drag, squeak or otherwise annoy you.

Another sigh of relief. So you get the idea. They’re very specific in the case that they’re making. This is what all of our businesses have to do. A really good thing to do when you’re looking at your offer, the offer is really a combination of two things. It’s what they want, but it’s also what they don’t want to sort of oversimplify it massively.

You’ve got to ask yourself, “What’s most important to people when they’re buying what I sell?” “What’s most important to people when they’re buying what I sell?”

If this is an area you feel stuck in terms of designing an irresistible offer, the book I recommend you go and you buy and read religiously, is called *Monopolize Your Marketplace* by Richard Harshaw. It’s a really brilliant book.
They give a really clear explanation of how you go about building the case and what questions to ask. But one of those questions is, “What’s most important to people when buying what you sell?”

Not when buying from you personally, but buying generically what you sell. What you find is there are usually two things. One is there’s things about the product or service itself. But second, there are things about the experience of buying it.

For example, if you’re going to go buy a car, there’s stuff about the car you want to know, fuel efficiency, color, whatever. But there’s also the experience with the sales person that you want to understand is going to be comfortable.

**The Power of Understanding Industry Frustrations:**

There’s going to be things they don’t want. A lot of those can come down to what are called “Industry Frustrations”. So if I asked you to bitch right now about this bad business experience you’d had, the truth is you’re probably not the only person who’s noticed it with that business. Other people have probably noticed it.

I can hear you all nodding your heads right now. Number two is it’s probably not just that business. It’s likely that other businesses in that industry have similar frustrations.

You know, plumbers, for example. There are three main industry frustrations. If you’ve hired a plumber, you’ll probably resonate with this. They show up late or it’s like one of these, “Hey, we’ll show up at any point between two a.m. and midnight. Just, can you stick around?”

Number two, they don’t fix it right the first time so they have to come back. Number three, they charge you more than they originally quoted. Well, if you know those are the three main things, you can address them directly and make a case for how you deal with them, not just vaguely, but by showing the policies, procedures and standards.

**Seven More Keys to Building An Irresistible Business:**

So there’s a lot of keys to the irresistible offer, sort of different secrets about how to do it and articulate it. I’ll give you seven components to think about, sort of seven questions and then we’ll move on here.

Number one is the **vibe**. Just how attractive is your business? This comes down to the color, the way your office looks, even how you dress, all of that stuff, just the vibe of your business.

Number two is the **confidence**. How confident are they that your product or service is going to solve their problem? How confident are they that it’s going to relieve their pain or get them to self-serving result that they want? That’s a part of how irresistible your business or your offer is.
Quality, what’s their perception of the quality of your product versus your competitors? How do they see it?

Number four, price, how are you priced compared to your competition? Now, being priced higher isn’t a bad thing. It can be a good thing.

Access, how easy are you to find and use? We all are sick of calling airlines with those, “Press this number for this. Press this number for this.” When you call other airlines, like West Jet, and you’ve got a human being immediately. Easy, making it easy and not frustrating for people.

Six, service, and at the heart of service is how do your customers really feel about you as a result of doing business with you?

Number seven: Experience. How do your customers feel about themselves as a result of doing business with you? This is key; this is where having a values proposition, this is where having some ethics and being a green business comes into play big time. They actually feel better about themselves as people for doing business with you. This is a place where we really win out, and a lot of businesses lose out.

There are a lot of other things we could talk about with Irresistible Offer, but I think you get the idea. It’s a return on investment, and the next thing we are going to look at is the hubs.

One Way to Design Your Irresistible Offer:

The key is to think, okay, here is the target market, and what can I offer? One thing that Dominic does that is really smart with his clients is when they come up with their niche, and they think, “Okay, this is a good niche that fits the three criteria: they have common needs we can help them with, there are enough of them, and there is already existing hubs.”

So sit down and come up with an offer that would be a totally irresistible package, if you will. Then they sit down with people who represent that niche, people who are a part of that niche. In Phoenix Rudner’s case, they would sit down with dog owners who are considering moving at some point, and they would say, “Here is the package. What do you think?”

The response they are looking for is very important. They are not looking for a “Hey, that’s kind of cool; neat.” They’re not looking for a “Yeah, well, good luck with that.” They are looking for a “Hell, yeah! Wow! That’s amazing! That’s so great! I can’t believe it; that is perfect!” They are looking for the “Yeah, this is perfect for me” response non-verbally.

I suggest you do the same thing. When you come up with you offers, check them out and test them with people within your niche. Don’t ask your mother. Your mother doesn’t know. [Laughter] You’ve got to ask people who actually represent your niche.
16 Questions To Ask Yourself (And Your Target Market) To Design Your Irresistible Offer:

1. What’s the **product or service or special promotion** you’re offering (in plain english)? If it’s a service - how many sessions and how long will each one run? If it’s a product - how many, how big etc?

2. How much does it **cost**?

3. Who is the **target market** (if any) you’re trying to reach?

4. What are the major **problems** this product or service solves? What happens that makes them **start** to think about buying what you sell?

5. What is the major **result/benefit/outcome** that this product or service gives?

6. What is **most important** to your target market when buying the type of thing you sell? In terms of the product/service - but also the process they have to go through to buy it. What do they want and what **don’t** they want (again - not just in buying from you but in terms of buying from your industry - buying the kind of thing that you sell)?

7. What do you do to **give your clients what they want** (see answers to the above question)? What are your standards, policies, procedures and processes you use to maintain a level of excellence in what you do? We often assume far too much here. Tell me all the details, all the lengths you go to.

8. Is there any **evidence** you can show to prove all of this?

9. What are the **common frustrations**, annoyances and hassles people have when buying the kind of thing that they sell? What are the horror stories people have about dealing with your industry?

10. What are the 5 biggest **risks** that people perceive about doing business with people like you? Are they afraid they’ll look stupid? People will laugh at them? That it won’t work? That you’re a cult? This is the time to get real and honestly assess what fears (realistic or based on myths) might stop someone from taking the step to do business with you.

11. What are the **values** that you seek to embody as a business? Prove to me that you’re in this for more than the money. Where do you go above and beyond to live your green, ethical, spiritual or community based values? Why should I feel good about myself for doing business with you? Be specific.

12. What is it that you think most people **don’t see or appreciate** about your business that you wish they did? What are the tiny details they don’t get to see? What’s the extra effort you’ve put in that seems to go unnoticed?

13. What do they **need to know** (see or hear) in order to feel confident that they making a good decision when buying what you sell? If your best friend in Australia was buying what you sold - and couldn’t get it from you - what would you tell them to look for to protect them from an unpleasant buying experience? What questions would you have them ask? What are the telltale signs of an excellent or a very bad business in your
industry? What criteria should they use to determine whether what they’re about to buy is of good value?

14. What else is it that makes it so irresistible? Why is it more than worth the money? What makes it better than the competition to your clients? What’s so different about it? How do you give them what they want but not what they don’t want? I want you to convince me, make your case, show me the evidence, tell me a story etc. Help me understand why I would want to pay you my hard earned money for this.

15. What are the three best testimonials you can send me for this offer?

16. What are the three best one paragraph long stories or case-studies you could provide for this offer?

The Power of Identifying Your Hubs:

Whew! Okay, so hubs. Everyone, if you haven’t already, get up and stretch and just move around. Take a deep breath in. There is a lot of information coming, and I thank you for being so patient and sitting through it. This is mostly just a chance for me to record it, but I am thrilled to have so many of you from so many places on board. So stand up and stretch if you need to.

Three Criteria of a Good Hub:

Hubs. There are three criteria of a good hub. A hub is like a center or a place you can go to find your target market, the folks you are going after. The first criterion is that they are well-connected. They probably talk to more people than the average person. They are very well-connected.

Number two, they are well-respected by your niche. They are well-connected to your niche or target market, and number two, they are well-respected by your niche or target market. Number three, they are open to endorsing good quality things to their list.

There is a lot more of sub-criteria here which I won’t go into detail here. To expand it a bit, if they are well-connected, this means both they are in touch with hopefully a lot of people. The more people, the more connected they are. Ideally also, it’s not just that they happen to bump into people, but they have a list and are in touch with those people: an e-mail list, a mailing list, etc.

They are well-respected. Again, these are people who you go to for advice on certain things. When they endorse something, you take it very seriously. That’s a really great quality in a hub. Third, that they are open to endorsing high-quality things, good things to their listing, things that are relevant, credible and valuable to their network.

Some folks are well-respected and really connected, but they just never endorse stuff. That is not going to be a good fit. Or maybe they are in a place where they are totally overwhelmed by their
lives, and they are not open to endorsing it at that point. There is a business network I talked to, and they are very well-connected and well-respected by progressive conscious businesses in their town, but they are out right now, and they are in no way able to help me out right now.

The Seven Different Types of Hubs:

Those are the three criteria for good hubs. Now, what kinds of hubs are we talking about? There are seven different types of hubs that we’ll be thinking about. There are going to be events and locations, and the question to ask yourself here is where does your niche gather, congregate, celebrate, hang-out?

Where can you find them physically? What are the events and locations? These can be things like community meetings, protests, fund-raisers, social gatherings, fairs, markets, pot lucks, picnics, lectures, workshops, cultural events, expos, conferences, theater, art events, sports events, trade fairs, parties, concerts, festivals, annual events, weekly meetings, vacation spots, parks, and those kinds of things.

Number two: Businesses. Where do they already spend money? What are the complementary businesses or products? Where do they already spend their money? This is going to be totally different for each of you. There are going to be businesses that are complementary, and there are going to be businesses that may be competitive with what you do. But with both of them, there are opportunities for you to have alliances with.

Again, first, events and locations, and second, businesses. Third, we have groups. What formal groups are they a part of? These can be things like a church, mosque, associations, networks, alumni associations, trade groups, networking groups, coalitions, book clubs, interest clubs, unions, guilds, service organizations, hobby clubs, service organizations, non-profit societies, spiritual groups, and all those types of things. What formal groups are they already a part of?

Number four: Support. What resources exist to support them? Sometimes there are governmental or non-governmental organizations that may work to support your niche. There’s a realtor in Seattle who is focusing on the handicapped community. There’s going to be resources that exist to support them. Some of them may not even know about themselves. It could be lobby groups, advocacy groups, toastmasters, volunteer organizations, government programs, government departments, grass-roots groups, etc.

I don’t know if this is so much of a niche as it is a way to find them is a Web search. Basically what you do, and this is a great thing to do. This is a really hot tip. First of all, go to Google, and imagine that you were somebody in your target market looking for a solution to your problem. This is where having a clear target market and a clear problem articulated comes into play.

You say, "Okay, if I was them...", and if it was my case, I would think, “Okay I am a green business, and I need help with marketing,” so I might go to Google and type in “green business marketing in Edmonton” and see what comes up.
You can find a lot through that. You’d be surprised. Google has this thing called Google Alerts, which is so cool, and this is like hiring a personal research assistant for free to be working for you 24/7. Go to Google Alerts by going to www.google.com and find it. It says, “Alerts.” Set it up, and it will e-mail you every day or every week, or however often you want to do it, with updates on what it finds on those searches.

So I’d try “green business marketing,” “holistic practitioner marketing,” or “massage business marketing,” or whatever it is. You can type in as many as you want, and they will e-mail you those. You can look at them when they come in, you can save them in a folder and look at them later, and that’s up to you.

Publications. There may be publications that they read. Ask yourself where your competitors advertise. Don’t assume that it’s effective because they advertise there. It’s probably good that if you see a competitor advertise at a certain place, give them a call. Ask them, “Hey! Is this working for you? Do you find that this is a good vehicle for you?” Even complementary businesses.

Sometimes people advertise and we assume, “Oh, they keep advertising so it must work.” Perhaps they are just doing it because they think they should. This can also be list services, online and offline publications. The questions here are, “Where do they go for news that is relevant, credible, and valuable for them?”

Where do they go in terms of publications? Again, list services, magazines, newsletters, trade journals, academic journals, catalogs, TV shows, radio shows, Web sites, blogs, newspapers, MySpace.com, event programs, (If you go to a trade show and there is a program for what is happening at the trade show), Tribe.com, yellow pages, green pages, CraigsList.com where people can go to find services locally and people’s ratings on them, so those kinds of things.

The last is individuals. It’s sort of tricky to put individuals here because really all of these hubs come down to individuals in the end. There is probably some person you have to talk to. Even in a group or a business, there is usually some person who is the decision maker or the influencer. In terms of the individual it is looking at your niche or your target market and asking yourself which individuals do they trust most, either globally or locally.

These can be your own rival clients, the big birds in the niche, the icons, the industry critics, the industry commentators, watchdogs, industry leaders, authors, columnists, or folks that already have your niche as their clients.

Those are the seven kinds of hubs to look at.

Becoming a Hub and The Power of stay in touch marketing:

This is important for the hubs: First identify and find them. Let’s say Phoenix Rudner does this, which he has done, and you identify the vets, the dog groomers, and all of these. Let’s say he
goes to them and starts building a relationship. He lets them know what he is doing. It is a service that is really unusual and is different.

He builds this relationship of trust with all of those hubs. What has happened is, especially in doing events and stuff, he becomes the center of a hub himself. Does that make sense? He becomes the hub of this network or one of the new hubs in it, and that’s a very powerful place to be.

This is where if you are freaking out and going, “Shit! I don’t have a niche or a hub or a target right now,” here is where I want to address that. You already have, if you have been in business awhile, and you already have clients already. You are already a center of a bit of a hub, but are you as good of a hub as you could be? Here is the most important thing.

The most valuable resource you have in your business is not your products, it’s not your services, it is your customer list. That is the most valuable resource your have. For most businesses, sadly, it is in a real state of disrepair. It is on scraps of paper in a corner of the office on in-take forms, etc.

So homework number one for all of you who are in that kind of place is just get them on your computer as quickly as you can. It can be in Microsoft Outlook, Excel, Word, or whatever it is to get it typed out in such a way that you can e-mail them automatically and send them mailings. There are other high-tech things to do down the road, but the most important thing: get it into a state that is really usable by you.

This brings up the whole concept of Stay In Touch marketing. I got the term from Robert Middleton. It’s definitely not a new idea: the idea is that most businesses are in touch with their clients far too seldom, not far too often, far too seldom. In most cases I would recommend that you are in touch with your clients as a minimum of once a month, and probably a maximum of once a week. The whole how often should you be in touch is one of the most hotly debated topics in marketing, but it should be a minimum of once a month.

I was talking to a mortgage broker at one of my trainings in Calgary, and she said, “Industry-wide for mortgage brokers, if you think about it, people refinance their house once every five year on average.”

But what percentage would you guess refinance with the same mortgage broker? The exact same one they financed it with the first time. When I ask that, I get things like thirty or fifty percent, eighty percent. It is two percent! So few people actually go back to the original person, because that mortgage broker never stayed in touch.

What if you work with this mortgage broker, and the next month you got a couple of free tickets to a local theater, to a show there. It probably wouldn’t have cost them anything. Or you got a gift certificate, or just a heads-up on a new restaurant, and there was just stuff that was coming that was relevant and valuable to you.
You got a little note that said, “Hey, I just wanted to give you a note about what is happening in the market.” This is quick; it’s just one page, but if you’re thinking of refinancing, bad time. What if after around four years you got a letter or a call that said, “Hey, people start thinking about refinancing around this time. If you would like to talk about that, we can set up a meeting. It’s free. There’s no obligation. Or I’m doing this workshop or teleseminar talking about is this a good time to refinance. You’re welcome to join, or we could just talk about it now, etc. You get the idea.

The key to becoming a hub is becoming a trusted advisor is what you want to be. It’s becoming a trusted advisor that people come to because they don’t think of you as a sales person. They see you as a trusted advisor. A lot of you are already in this place.

Marketing on one hand is about education, and on the other hand, and we all know this in hearts; it’s about relationships and building those with people.

There’s really only three ways you can grow your business. Three ways, which is nice because it makes it a little simpler. One is you can get more clients. Two, you get them coming more often, or three; you get them paying more money each time they come.

Which one of those three do you think that most businesses spend 90% of their efforts on? For most businesses it’s going to be more people, and if you are new in business, you have to do this or you don’t have any clients. If you have been in business a while, it’s important to start looking at can you encourage them to come in more often or hire you more often?

Can they spend more money? That may be that you often them more services at the point of sale. It may mean that you raise your prices, which for a lot of you may be something you might want to consider. People are so terrified to raise their prices because they think they are going to chase people away, but often the opposite happens. You have to test it out yourself.

There are three quick places to focus in terms of if you want to become the super hub yourself. One is your current clients and being in touch with them more often. This is not complicated and it doesn’t have to be a huge, ridiculous e-zine. It can just be a simple e-mail, a quick simple note with relevant, valuable information for them. Here are updates, and here are things that are happening in town. On the weekends we go over a whole list of specific topics or things you can send, but you get the idea. You know what you like and what you don’t like in e-mails. Then in events that are coming up, it could be industry insider info, this is what’s happening in the industry. It could be quick tips on what you are talking about. It could be, “Hey there’s a sale” on these types of products that your customers may be interested in, and let them know.

So being in touch with your current clients more often is number one. Giving them incentives, specific invitations and offers, special invitations to come in more often and spend more money.

Number two, your dormant clients, if you want to be a super hub, there’s probably clients on your list whom haven’t seen you in years, haven’t come in and bought anything in a while. You
still have their contact information, and the truth is, they probably stopped coming in not because they hate you. Rather, life just probably got busy for them.

If that’s the case, to send them something...I heard about a video store that sent out a post card that just cheekily said something like, “What happened? How did we stop talking? We miss you so much! We’ll do anything. We’ll erase your late fees, or we’ll give you a free rental. Whatever it takes, just please come back.”

They reactivated a bunch of folks who came in and said, “Hey! We just got busy!”

The Power of Word of Mouth Marketing:

Number one, your current clients, number two, your dormant clients, and number three, endorsing other people’s things to your list. The last piece!

Again, we started with a niche, second was the offer, third, the hubs: where can you find them, reach them, and be endorsed to these people? Fourth is the word of mouth strategy. With the word of mouth strategy, there are really six core strategies that you can use. As I go over them quickly, I think they will make a lot of sense to you.

The Three Basic Steps of Word of Mouth Marketing:

“So, what is word of mouth marketing? In this book, I define it as “Giving people a reason to talk about your stuff, and making it easier for that conversation to take place. Whatever business you're in, ask yourself these questions when you are looking at a customer:

1. When she walks out the door, what have I given her to talk about?
2. How will he remember to tell his friends?
3. Could I have made it easier for her to talk to more people about me?
4. Was there anything about his experience remarkable?”

” - Word of Mouth Marketing - Andy Sernovitz

Here’s a basic overview of why and how Word of Mouth works. When you break it down this way - it’s actually pretty simple.

We’ll get into much more detail and lots of specific real-world examples soon - but here’s there bird’s eye view of how it all works.
1. Create a cool experience.

2. Create excuses for people to talk about what you do.

3. Thank people for talking about you.

* * *

1) **Create a cool experience.** A great product. An innovation. Amazing experience. Something remarkable that people will want to talk about. But remember: Not only the product needs to be cool - the process does too. Before even thinking about word of mouth tactics to inspire conversations about you - you need to create something conversation worthy. How do you create something that cool? Well, that’s the whole basis of the irresistible offer. In a nutshell, and as a minimum, you might want to...

*You need a topic that’s easy to move along.*

*Entrepreneurs are always looking for an elevator pitch, which is a story you can tell an investor while in the elevator of a 20-story building. That’s way too long for word of mouth.*

*You need the pass-in-the-hall test. Try to fill in the blanks with your stuff:*

You want your clients and friends to say things like:

- "Did you hear about the _____ that _____’s?"
- "You know how most ______’s do _____? Well, this one does it _____ way instead!" "You should try _____, it’s _________."
- "Can you believe _______ did __________?"
- "There’s nothing better than ________ for ____________.”

*There should never be an ‘and’ anywhere near your topic. Topics don’t work as well when they become lists. (“Try us, because we’re friendly, affordable, experienced, have great customer service, and give you free ice cream while you wait.”) Your topic should be repeatable within a second or so. (“We give you free ice cream while you wait.”) Otherwise, no one will remember it.*

*In many cases, word of mouth marketing isn’t actually “marketing” at all. It’s about great customer service that makes people want to tell their friends about you. It’s about fantastic products that people can’t resist showing to everyone. Organic word of mouth is created by products that get your customers to love you so much that they just can’t shut up.* - *Word of Mouth Marketing - Andy Sernovitz*
- **address industry frustrations:** what annoys or frustrates people about doing business with your industry?
- **eliminate risk:** what prevents people from jumping to do business with your company or your industry? are they afraid of being pressured? losing their money? wasting their time? looking pressured?
- **focus on the process:** make doing business with you easy, pressure free and fun. Appeal to all five senses.
- **make it an experience:** what can you add to or subtract from the process that would make it more memorable and worth talking about?

2) **Create excuses for people to talk about what you do.** The easiest way to do this is to ask yourself when and where conversations about your business are likely to take place and then to figure out a way to make sure your materials are there when the conversations come up.

If those conversations *aren’t* happening - then you might need to create spaces and places where they can. The point is - you need to give them reasons, spaces, opportunities, mechanisms and materials that make conversations about your business more likely. Identify existing opportunities and places they’re most likely to happen and create new ones.

“All word of mouth starts with creating a message that will be spread. It doesn't need to be fancy. A special sale, remarkably good service, a cool new feature, a unique flavour, a funny name, or a nice package may be all it takes. The specifics of the message don't matter. Good topics are portable, clear ideas that one person can repeat successfully.” - *Word of Mouth Marketing* - Andy Sernovitz

**NOTE:** Make it easy and effortless to spread the word and tell others about what you do (e.g. Facebook will send an invitation to anyone you’ve ever emailed before with a couple clicks of a button. Easy.). If someone has to open up their database, find the numbers of ten friends, call them and explain your service - they won’t.

- **free events:** creating free events for people in your target market (whether they’re parties, workshops, lectures or potlucks) is one of the easiest and simplest ways for people to meet you.

“You don’t need a convention to make this work for you. Just think about the easiest way to get your talkers together. If you have a store, host a cocktail party, live music, or a book reading. It doesn’t matter what the reason is; just create an excuse to invite everyone over. For years I’ve traveled around the country hosting a series of networking dinners called the “Feast for Smart Marketers”. There is not much too it-I book a Chinese banquet hall and invite everyone I know in town. No speaker, no panel discussion. Just 200 people and lots of great food. Pretty much all of my customers and lots of great word of mouth come from these simple dinners.” - *Word of Mouth Marketing* - Andy Sernovitz
o **stay in touch marketing:** make sure that you’re in touch with your clients often with relevant and valuable information. If they buy from you once and then you never call them or email or write them again - they’re very unlikely to think of you - even if a dear friend is needing what you sell. Stay top of mind by staying in touch.

o **focus on your top clients:** the truth is that 80% of your referrals likely come from 20% of your clients. Give them extra care and attention.

o **support existing hubs:** if there’s groups or networks where your clients gather - support them. They’re doing the heavy lifting of gathering for you.

o **create new interactive hubs:** if the people in your target market have no spaces to hang out and talk with each other - you can create one. A lot of work - but powerful.

o **exclusive gifts they can pass on:** It’s very powerful if you give your clients a valuable gift to pass onto their friends that they know their friends would find valuable. It makes them look like a hero for spreading the word. If they know that the only way their friends will hear about your cool business is by them telling you it creates a powerful inner impulse for them to talk about you. “Stores can offer a product or add-on that isn’t apparent to regular shoppers. Maybe special gift wrapping, a unique flavour, or a delivery service. Let the word spread that you have this available for people who ask.” - *Word of Mouth Marketing* - Andy Sernovitz

o **make your product more visible:** Apple made their Mac’s really colourful - that got people talking. If your product is invisible - people will often forget about it. Can you alter it to make it more visible?

o **do something outrageous:** there’s a reason publicity stunts work. If you make some crazy offer people will talk. Remember, as Andy Sernovitz says, “Advertising is the price of being boring.”

o **samples to give to friends:** If you were hosting an evening to showcase your chocolates - wouldn’t you want to send everyone home with a box or two of your chocolates (one for them and one for their friends)?

> “Provide the tools that help your messages move farther and faster. An easy to forward email and tell a friend button on the order page of your website are two incredibly powerful (but simple) online examples. Don’t let someone leave your store without something to give to a friend, like a menu or a coupon. Kiehl’s cosmetic stores are famous for their free samples. It’s always impossible to leave without a pocket full of goodies. And they always give you more than one, so you have something to share with a friend. If someone’s got a desire to talk about you, do everything possible to help them along. Magazine’s figured this out a long time ago. Although it looks insane, there is a reason why every magazine has a flurry of subscription postcards falling all over your house. People share magazines, and those cards are the tools that help pass along the subscription offer.” - *Word of Mouth Marketing* - Andy Sernovitz

o **be in the center of a hungry crowd for a while:** A client of mine sells dog bones from a Hudderite colony in Northern Alberta. Dogs go crazy for them. She spent four days at a dog trade show and by the end the word had gotten around and she had a huge line up. If
you have a product that people love and consume quickly, or where the results are immediately apparent - then get yourself into an environment where word can spread.

- **ramp up your promotion and use suspense**: if you want to get people talking there’s not much that’s better than a little bit of mystery and suspense. Tease them. Tell them something big is coming - but don’t tell them what. Then tell them what it is - but don’t give any details. Then give one or two amazing details - but don’t tell them how to order it. Then tell them how to order it - but only make a limited number available. You don’t have to release it all at once.

- **group packages that encourage them to bring friends or buy for friends** (e.g. an improv theatre company I work with invited people to come on slow nights and bring as many friends as they wanted to for free for a show once, Author, Seth Godin - “When I insisted that people buy my last book in twelve-packs (12 for the price of 3) instead of one book at a time, I was making it obvious to my readers that they should share the other eleven copies with their colleagues. Making a product or service or idea that’s easy to share makes it more likely that people will share it.”

- **package relevant and valuable information and offer it for free in a way that’s easy to pass on** (e.g. PDF’s, online audio, online video, books, checklists etc.) “Some people worry that giving away too much information might undercut the value of their products. It never happens. The stuff you share proves your expertise and attracts customers. It makes them want to talk about you and to you.” - **Word of Mouth Marketing - Andy Sernovitz**

3) Thank people for talking about you.

Reward people for spreading the word.

- **Track where you get your business from**: this is such an absolute must. You simply must start tracking where your clients come from. If you aren’t - you’re losing so much money.

- **thank you notes**. Do it everytime. Everytime someone signs up on my email list or registers for an event - I ask them who they heard from. And then I send that person a quick thank you email, “John Smith just signed up for my free intro. And he says you’re responsible for this. I blame you. Thanks!”

- **Surprise rewards**: The other day someone enrolled for my Edmonton weekend (and they lived in Vancouver). I found out they’d been told about it by a client who’d referred five other people four of whom had come to my weekend. So, I promptly sent her an email offering her an hour of my time at no charge.

- **split rewards for telling friends**: in my Word of Mouth virtual workshop I go more into this - but using a 50/50 split of incentives can work really well. A local bus line - Red Arrow - offers anyone I refer to them 10% off their first trip (and gives me 10% off my next trip as a way of saying thank you). Personally, I don’t find 10% off to be that inspiring - but the principle is good.
**invite and use feedback:** have you ever given a business some pretty hard and critical feedback and they actually really listened to you and used it? Wow. Talk about winning people over. The greatest reward you can give people sometimes is your respect and attention.

“It is important to say a special thanks if you can connect a talker to a specific piece of new business. Take the time to do something to acknowledge that you appreciate what that talker did for you. Web hosting company MediaTemple sent me a credit for a month’s free service in exchange for referring a customer. I didn’t even know that it was coming, and I never signed up for any sort of rewards program. The gift was that much more appreciated."

Mention your top talkers on your website. Put up a public thank-you page to acknowledge people who have done you a favour. Put your favorite talkers’ photos on the wall and their names on a plaque. Frame all the thank-you letters that you get. Give thanks in your newsletters.

On your blog, give prominent links to people who post comments or link back to you. The blog culture is all about mutual recognition, so your thanks will be paid back. On your message board, give the talkers a flashy icon. Find those super-energetic writers and give them special status. Make them look and feel important.” - *Word of Mouth Marketing - Andy Sernovitz*

**The Five Pillars of Word of Mouth:**

Let me go into five of these in a bit more depth.

The **first** thing you can do to support word of mouth in your business is to **support existing hubs**. Again, these hubs that we talked about that you can identify, go and support them beyond their board.

If they’re doing an event, help organize it, speak at it, and do anything you can to support the existing hubs because it is in your self-interest. If these hubs do better, and they are able to attract and build a deeper relationship with more and more of your ideal clients, then they will already have done the heavy lifting of bringing them all to one place, which makes them easier to reach. You’ll be endorsed by that hub as well. That’s very powerful. They’ll be more open to endorsing you if you support them in the first place.

**Number two**, you can **build new and needed hubs**, hubs that don’t exist. When I started doing this, one of my businesses was workshops for high schools for student councils. I totally understood the whole idea of referrals. I kept asking the student council advisors, “Is there anybody you could refer me to?” It means more coming from other student council advisors than coming from me.

The challenge of it was none of the student council advisors knew each other. They’d never hung out with each other. There was no network for them to be a part of. I ended up moving on from that, but really if I had wanted to make that work, what I would have wanted to do was to create a network specifically for student council advisors in Alberta, specifically Edmonton, primarily. A Web site where they could talk to each other, and I would have wanted to create gatherings.
where they could come together just to start building that network. It would have been worth that in terms of effort. It is a lot of effort to create a new hub, but if nothing else exists, you just have to do it anyway.

**Number three:** we’ve already talked about staying in touch with your clients. Just staying in touch with them, and sending them useful information. They’ll forward it to other people. It’ll keep you top of mind, and they are going to be a lot more likely to talk about you when the situation comes up.

**Number four: focusing on your top clients.** Again, being real, there is about 20% of your clients who are going refer you 80% of your business. Focus on them. Give them special attention. Thank them. Let them know you are grateful. So many people don’t even thank them.

I don’t know if you’ve ever referred business to somebody and never even gotten an acknowledgement. You didn’t want to do it again, and it’s so petty and so unreasonable, but it’s real. Anytime somebody refers anybody, just make a quick little call and say thank you.

**The fifth one,** this is the one that I want to focus on a little bit more. Give them gifts that they can pass on to their friends. This is such a simple thing, we’ve all seen it, and it works very well: giving them gifts. People love telling their friends about cool stuff, but nobody wants to feel like a salesperson. Nobody wants to feel like they are promoting you, per se. They want to feel like they are sharing something cool with their friends.

Some of them may want to promote you, but they don’t want to feel like they are a salesperson for you. They don’t want to feel like they are on the take. They want to feel like the reason they are telling their friends is because they think you are so cool and because you have done such a great job for them.

Sometimes people say, “Well, I’ll give you a commission if you refer people.” It’s not that that’s an awful thing to do, but it can complicate things. Sometimes it can actually decrease the number of referrals because people start to feel mixed about it. I don’t know if you’ve ever had that experience.

Giving them gifts. Let me give you a specific example. In Eugene, Oregon, there is a place called the Tamaracks. It’s the last workshop that I did. The Tamarack Center has two things going on fundamentally. One is yoga classes that they do. The second one is a 92 degree salt water pool. It is really great space, but when I thought about it, I thought, our niche is going to be people who are dealing with some sort of a health issue, but where are we going to find them?

They also are going to be open to alternative holistic things. One of the obvious hubs in town was holistic practitioners. People who went to a holistic practitioner are likely going to be open to them. Does that make sense?

The challenge is, the holistic practitioners might know about the Tamarack Center. Again, they may be overwhelmed with their own life. Are they going to think about it in that small window when they have a client there? Maybe, or maybe not.
What could they do to make it easier? They could give them gift pass-ons. What they created was like a prescription pad with little tear-off sheets. There is a place where the patient could write their name and e-mail and boxes they could check. One was for a swim in the salt water pool, and the other is a free yoga class. Both of them are free.

So they are talking to a client and thinking that this person could really stand to relax. Oh! They should get a swim. They pull out this pad, check it, and write down the names, give it to the person, and this person shows up at the Tamarack Wellness Center with a thing saying, “I got a free swim. Isn’t that cool?”

“Oh, yes! This is wonderful!” They give them a very warm greeting. The person says, “You know, is it your first time here? Wonderful! Welcome. Let us give you a little tour.” Physically just walk them around, and it just takes a couple of minutes. Help them, educate them about the space, tell them the story of it, and help them understand the value that’s there and understand what’s available to them.

Take them back to the front desk and say, “It’s wonderful to have you here. Because you were referred by this person, you get a special offer, sort of a package deal that nobody else gets. Here it is.” They give it to them in an envelope with a little bit of an explanation. It’s just an irresistible next step. It’s not free; it’s cheap. They give them that package; they go off and have their swim.

Then they immediately go back and sit down, and open up a little Excel thing and type in the name of the person who came in and the person who referred them. Just something simple. Then they fire off a little thank you e-mail saying, “Hey! John Smith came in today for a free swim in the pool. We heard that it was all your fault. We blame you. Thank you very much.” Then send that off. It’s not a template. It’s just a from-the-heart quick little acknowledgment. Very small.

They keep track of how many people this therapist has referred, and when it hits five or six or whatever the number is, they send him a gift, a surprise gift. It is not a bribe. That’s different because they weren’t expecting it. That’s not why they were referring.

Just a little gift saying, “Hey, we noticed that a whole lot of people have come in because of you, and we are so grateful that you are sending us this business. It means a lot. Here’s a free gift.” Ideally the gift is something that is low-cost to you, hard cost, but high perceived value to them. Maybe a free swim at the pool, but that’s probably too chintzy. You want to be really generous with these people to really, really reinforce it.

**Using Free Events to Spread the Word:**

It’s this idea of giving them gifts and giving them things that they can pass on. Again, that could be an invitation to an event. That can be a very compelling thing.
There’s a realtor in Seattle who does this event called “Condos Over Cocktails.” It’s very, very simple. It’s just at a cocktail bar, creates a space where his clients or prospects can come together and ask him questions about condos. It’s not a pitch; it’s in a cocktail lounge. It’s not in a hotel ballroom where the door is taped shut while they do a timeshare presentation, you know? He just chats with them and answers their questions. He has about a 70% conversion ratio.

One last example, and then I am going to open it up to any questions you might have. The example is a woman in Calgary whose name is Tammy Johnston and she has a Web site called FinancialGuides.com. This is how she gets most of her clients. Notice the genius of this. She has a day-long workshop that is $79. She is a jeans and T-shirt kind of gal. She’s very comfortable. She is not a suit person. She does a workshop that is not a sales pitch.

It’s just hard-core financial education all day, and then in a fun and entertaining way. She provides food, and it is just a great day. At the end of the day she gives them all certificates that are good for... first of all, she has about a 90% conversion ratio of these people who come to this and then become clients. She has a limit of maybe fifteen or twenty people per class.

These people want to work with her because they have just been with her all day, they’ve asked her questions, seen that she is credible because she can answer them. She has built her reputation with them, and they start to realize at the end of the day that, “Oh, my! There is a lot of stuff we don’t know that I would like to know,” and they end up working with her.

She has a huge conversion ratio, but here is the genius thing in terms of word of mouth. She gives them each a certificate. The certificate is good for two spaces at the next event, and the events were $79 dollars, but they are worth more than that in terms of the value that they get. She has had to add more classes just to keep up the volume of it because people have loved it so much.

The key was word of mouth. What drives word of mouth is the experience that they have with you where you exceed their expectations. If they have an experience that exceeds their expectations and they love it, and they feel really good about you as a result, they’re going to want to refer you.

She does that based on their friends, 90% conversion ratio; it’s a great, great business model. Notice it’s not, “There are some free passes to the next class at the back of the room. If you just please, please, please tell your friends. Take as many as you want.” It’s not that. She doesn’t degrade the value. It’s a gift that she gives them that they can give their friends.

It’s a very, very powerful strategy if you can think about how to do it with your own situation and clients. There are a lot of other ways to go word of mouth from outrageous events to press things that are all really important. We don’t have time to get into them right now.

To recap and to rewind: **First** thing, what’s my niche? Who am I going after? **Second.** What am I going to offer them that will make them say, “Wow!” and will blow their mind and impress them? What can I do that is different than other people that is going to be perfect just for them? It may turn off other people, but it’s perfect just for them.
Number three, where can I find them? What are the hubs? Who are the people who they already know and already trust? Can I build relationships and trust with them and be endorsed? With the hubs, how can I also become a hub myself and be a better hub by being in touch more and by giving them more value?

Number four, word of mouth. How can I support them in spreading the word? That’s really the model. Pretty simple, and I think it makes a lot of sense.

To sum that up:

1. Niche
2. Offers
3. Hubs
4. Word Of Mouth.

**Internal vs. External Game:**

REMEMBER: there are really only two ways to grow your business - internally and externally. Meaning that you can either get more clients (that’s the external growth) or you can get your existing clients to spend more money and come in more often to see you (that’s the internal side). Your internal game and your external game.

You’ll notice that almost everything we’ve covered so far is about the external side - how to get more new clients.

But that is, unless you’re a brand new business, almost certainly, not the highest leverage use of your marketing efforts.

So, why did we spend so much time on it?

Because - the same four levels of your external game are at play on the internal game.

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<tr>
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<th>External Game</th>
<th>Internal Game</th>
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<tr>
<td>LEVEL ONE</td>
<td>Niche</td>
<td>Best Clients &amp; Inner Circle</td>
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<tr>
<td>LEVEL TWO</td>
<td>Irresistible Offer</td>
<td>Offers to existing clients - levels of the pyramid</td>
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<td>LEVEL THREE</td>
<td>Hubs</td>
<td>Becoming a Super Hub for your clients</td>
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<tr>
<td>LEVEL FOUR</td>
<td>Words of Mouth</td>
<td>Up selling Cross Selling &amp; Joint Ventures</td>
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Down selling
Perpetual Selling Strategies
Referral Programs

Let’s delve a bit deeper into this row by row . . .

**LEVEL ONE**

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<th>Niche</th>
<th>Best Clients &amp; Inner Circle</th>
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What we’re saying here is that 80% of your referrals, income and satisfaction probably comes from 20% of your clients. Make sense? It is absolutely crucial that you identify who those clients are and take extra special care of them.

To do this you almost certainly need to have a computer database. Do you have a database? If you do, you need to have some way to make a note of who your best clients are. And then you need to keep asking yourself how you can take care of them.

You want to stay in touch with your entire list for sure - but you want to stay in *extra* close and personalized contact with your top clients.

**LEVEL TWO**

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<th>Irresistible Offer</th>
<th>Offers to <em>existing</em> clients - levels of the pyramid</th>
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This one is so obvious that most entrepreneurs miss it entirely.

Make offers, propositions, deals and promotions to your existing clients.

They already love you and trust you. You’ve already spent a lot of time and money in finding them and building a relationship. Not only stay in touch with them but also make them irresistible offers. It’s funny, most people, when they hear about the idea of crafting offers, almost always think of new clients. But I implore you to sit down and look at your client list and ask yourself, “Is there anything else that they need that I can offer them?” I can almost guarantee you that the answer will be ‘yes.’

I can almost guarantee you that you are leaving thousands of dollars of money on the table by simply NOT continuing to make well thought out offers to your existing client base.

**LEVEL THREE**

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<th>Hubs</th>
<th>Becoming a Super Hub for your clients</th>
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When you’re trying to find new clients, you’ve got to look for the hubs where they hang out. But once you’ve found them, you must become a hub. In fact, you’ve really got to be a SuperHub. Your goal must be to become incredibly well connected and well respected within your niche. There’s so many ways to do this - but, for example, you want your clients to:

* love getting emails from you because they’re so relevant and useful.
actively be referring their friends to you
know that your events and parties are ‘the place to be’
see you as a prime resource on critical issues concerning your niche
have total faith in any suggestions and endorsements you make because you only recommend the best.

When you develop this sort of relationship with your niche - when you become the host of the party, a vital center of your community - you are in a powerful position to endorse others for pleasure or profit.

Remember - the most valuable asset your business has, without question, is your customer list. If you have a strong relationship of love and trust with your list that list is invaluable.

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<th>LEVEL</th>
<th>Word of Mouth</th>
<th>Up selling</th>
<th>Down selling</th>
<th>Cross Selling &amp; Joint Ventures</th>
<th>Perpetual Selling Strategies</th>
<th>Referral Programs</th>
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So, word of mouth is primarily used for getting new people to find out about your business. It’s primarily External Game. But consider the Internal Game - getting people to come back more often or spend more money.

Very briefly - there are a number of ways to do this:

**Upselling:** This is the classic, “Would you like fries with that?” Offering a client additional options that make sense (e.g. new socks with shoes, a candle holder and lighter with new candles etc.) is probably the fastest technique you can use to increase your profits. Most businesses could easily see an increase of 10% immediately - like tomorrow - if they consistently applied this little technique.

**Down selling:** This is sort of the opposite of upselling. It’s what you offer people who can’t, for whatever reason, take advantage of your primary offer. Let’s say you’re selling a workshop. Someone really wants to go, but can’t make it - you could arrange to sell them the workbooks from the weekend and the audio from it for maybe 10 or 20% of the full price. You’d be surprised how many people will do this.

**Cross Selling & Joint Ventures:** If you’re a SuperHub and have the love and respect of your clients then you are in a powerful position to profit from endorsing other people to your list. Basically, I’m talking about selling other people’s products and services - that are a fit - to your list. If you do massage - perhaps you could sell memberships to a yoga studio to your list. Do you sell bamboo flooring? Perhaps you could endorse a local green interior designer. Are you a plumber? Maybe you could endorse a carpet cleaning business or electrician. Get creative. What else do you clients need that you don’t offer? Could you endorse reputable and ethical businesses to them for a percentage of the profits? Could you make more money doing this than from your core business? Yes and yes.
**Perpetual Selling Strategies:** Most businesses utterly ignore this. They make the first sale (the front end) and then completely ignore their clients forever (the back end). But in many cases, they are going to need your services again. Why not create continuity or loyalty programs that will keep them coming back? This could be like the stamp cards you see in coffee shops. It could be setting up a quarterly check up process. It could be selling packages of ten yoga classes instead of just one. Maybe they sign up for your services and pay monthly on your credit card until you say stop.

**Referral Programs:** Referral programs are very tied to word of mouth marketing so I won’t expand much on this. But I encourage you to ask yourself what percentage of your current clients are currently referring business to you and how you might increase but the percentage of them that are referring and how many and the quality of people they’re referring.

So, what does this all look like in practice?

All of the theory in the world isn’t of much use if you are broke. So, how do you put these core philosophies and strategies into practice?

Each of these strategies is powerful on its own but is made massively more powerful when you have strong foundation laid for your business.

Most businesses use none of these.

90% of those who do use them incredibly sporadically.

But consider this: It’s not hard at all, and it’s rarely even that expensive, but you need a system. There are certain simple things that you must do every single time.

To master your Internal Game you need to understand two things:

1. The power of Incremental Improvement
2. The Importance of Long Term Relationships

**The Power of Incremental Improvement:**

As much as we might need to ‘outside the box’ in business, it might be even more important to rethink *inside* the box. People tend to look for the huge breakthroughs of earth-shattering significance and they miss the simple small things they could do. These little improvements seem insignificant on an individual basis. And they probably are - but when you add them up over time the difference can become very significant indeed. If you use just one new tactic and it gets you a meager 10% more money per transaction, that doesn’t seem like much does it? But what’s 10% of what you make every year? And what if you use two or three tactics?
But this is probably all too abstract. It’s better to illustrate with a story.

**A Story: The Window Washer**

Scott Hallman ([http://www.bgdinc.com](http://www.bgdinc.com)) is a master marketer, but not because of his breakthrough, new, wild and crazy ideas. He’s a master because he works with businesses to help them implement the *simplest* ideas. And that’s the key word:

**IMPLEMENTATION**

It’s not that most folks don’t know *what* to do. The larger issue is that they don’t *do* what they know.

Scott know that there’s no time for big concepts, a lot of hype, or “experimental” sales and marketing tactics…many businesses are seeing huge drops in business in the current economy. But *savy* companies know when it is time to focus on time-tested, proven results-based, low risk marketing/sales methods…and very few people are better at implementing these strategies than Scott Hallman.

Anyway, one day Scott’s wife called a window washing company – which she does twice a year. They told her that, given the number of windows she had, it would cost $400 per cleaning. That seemed fine. She booked them. They came. They cleaned. They left. Everyone was happy. They did a fine job.

Scott got home and his wife told him to look at how clean the windows were. He looked and, yes they were wonderfully clean. But he also looked outside the window and noticed that the windowsills themselves were still covered with dirt.

**UPSELLS:**

So, he asked his wife - what if, while doing cleaning the windows, they'd offered to clean the outside windowsills which were covered with dirt for $100? She said, “Of course, I’m going to have to do it anyway.”

Scott then asked, “And what if they’d agreed to clean the screens and gutters for $50?” She agreed that she would have paid for that too for the same reasons. “I hadn’t noticed how dirty they were until you mentioned it . . .”

“How many times has a window cleaning company you’ve hired asked you these questions?” Scott asked.

*Never*, that she could remember.
Scott noticed the invoice from the window cleaning company and asked his wife, “Honey, this isn’t the company we used last time is it?”

“No,” she said. “I couldn’t remember there name so I just looked in the phone book.”

**REPEAT BUSINESS:**

Turns out they had used seven different window cleaning companies in the past two years because no one had ever followed up to see if they’d need them to be redone. They’d always forgotten the name and just hired whoever.

Scott was amazed. After all, windows keep getting dirty. These companies were leaving massive amounts of money on the table. “Honey, what if the owner of the company had come to inspect the windows after they’d been done to ensure your complete satisfaction? Would you have used them again?”

She agreed that she would have, “It’s such a huge hassle to find a new service.”

But no one had ever done that.

“How often do we hire them anyway?”

“Well, ideally twice a year, but sometimes I forget.”

Scott kept going, “What if the second time they came out they told you about a Special program -- $25 for 10 minute *tuneups* every 3 months? So, they’d come out four times per year and it would only cost you $100.”

She seemed excited and said “Yes. That would be great.”

**REFERRALS:**

“And what if they’d said you, “If you'll simply provide me with a testimonial about your satisfaction levels that I can share with your neighbors and if just ONE of your 48 neighbours becomes a client, I'll give you the touchup service for free for a year (since we'll already be in the neighborhood when doing work for your neighbour).”

His wife agreed that she would be happy to do that.

* * *

So, let’s recap this for a moment.
Even if only half of the people said yes, which is more realistic... it’s $750 vs. $400 - a $350 difference (almost double) in just the first year. That’s almost double. That’s not bad for year one. But then consider the impact in year five.

Remember, most window cleaners likely lose most of their business because they don’t follow up. They make $400 on the front end and that is it. Done. Finished. No more money from that person. So, they’re stuck in the trap of chasing down new leads. But now they’re making $750 per person per year. What $750 times five years? $6500. So, and this may be important, the companies who don’t follow up are losing out on roughly $6000 of very easy money.

Why’s it easy money?

Because the lion’s share of the work is in just getting the client. Once you’ve got them, getting them to come back to you more often or spend more money is relatively easy if you give them the right offer.

The Three Main Points:

1. How difficult are each of the steps? Easy.
3. These concepts are universal – they work across industries and in every business.

Just 2% Growth per year . . .

Here’s another way to look at it:

<table>
<thead>
<tr>
<th>Old Way</th>
<th>New Way</th>
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<tbody>
<tr>
<td>Basic Window Cleaning</td>
<td>Basic Window Cleaning</td>
</tr>
<tr>
<td>$400</td>
<td>$800 ($400 twice per year)</td>
</tr>
<tr>
<td>Windowsills</td>
<td>$200 ($100 x twice/year)</td>
</tr>
<tr>
<td>Screens and Gutters</td>
<td>$100 ($50 x twice/year)</td>
</tr>
<tr>
<td>4 touch ups</td>
<td>$100</td>
</tr>
<tr>
<td>Referrals</td>
<td>$300 ($400 - $100 touch up fee)</td>
</tr>
<tr>
<td>TOTAL profit per company per year:</td>
<td>TOTAL profit per company per year:</td>
</tr>
<tr>
<td>$400</td>
<td>$1500 (375% more)</td>
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Imagine you owned a company with a $1,000,000 Revenue Baseline and with $100,000 profit. That’s probably more than most of you are making, but it’s easy numbers to work with.

Let’s consider the cash-flow impact of implementing these sorts of simple tactics for ONE year and FIVE years.

Let’s say you only make a 2% increase per month using these tools. Very doable if you stay focused, keep it simple and systematize.

If you did that every month – just a 2% increase in you profit (not revenue) that means an additional $24,000/year or $120,000 over 5 years.

If you could improve it 3% per month that would be $180,000 over five years.

If you could improve it 5% per month that would be $300,000 over five years.

Let’s be clear - by simply increasing 5% per month you could put an additional $300,000 in your pocket. Found money. We’re not talking about doubling or tripling.

How do you achieve this kind of slow but steady growth?

The same way you eat an elephant . . . one bite at a time.

Again, it’s about implementation.

How many time have you learned things that you KNOW would work, maybe DID work but you aren’t doing them consistently?

You don’t need a lot of new ideas, or GREAT ideas. Just simple ones that work. And that you use.

You are probably leaving stacks of money on the table by learning but not IMPLEMENTING simple ideas. Don’t get lost in only looking for MAJOR breakthroughs. There’s a power in incremental improvement. You probably already KNOW about this material – but you don’t do it. It’s not systematized. You need checklists. You may need to start with Yellow Stickies. That’s fine. Little things can prevent you from implementing and little things can help you to do it.

And don’t make the mistake of thinking, “This doesn’t relate to me.”

Yes. It’s does.

**Final Words:**

That was a lot of stuff. Are your heads sore? So, everyone take a deep breath in and let it out. You’ll have a full transcript of this to review at any point you like.
Let me just leave you with this.

As excited as I am about the whole green, conscious or LOHAS economy - I don’t believe it’s the end of the road. I think it’s a means to an ends. We can’t simply shop our way to a new world. What this economy offers is profoundly less violent - but it’s not always sustainable. As much as I value the shift from seeing the world as full of resources we’re entitled to exploit to resources we’re responsible to steward well . . . I’m troubled that we see the trees and mountains as resources - not relatives. As much as I’m glad to see efforts to create a living wage vs. a minimum wage - I’d also love to see more efforts to help people get out of the wage economy period. So, as exciting as this all is - please don’t stop thinking. I could spend two hours talking about this but I’ll save that for another time. Don’t stop pushing the edges of what you do. Stay radical.
Section Four:

question and answer
Okay - so, there are some people who e-mailed in some questions. I’m just going to quickly go through those, read those, and quickly give some thoughts and answers. Then I’m going to invite people to stick around and chat. Mayhem will ensue. Press 6, and I’ll take any additional questions you may have, and I’ll stick around for maybe another half an hour.

Jackie McMillan sent in a question. You said, “I need to link and maintain contact with the clients I’ve made in each business in a way that isn’t overwhelming but generates more potential clients.” One of the best things I would suggest for you is creating some sort of an online form for them to share, for them to stay in touch with each other. You can e-mail me, and I can send you some links to some Web sites of businesses that do that. Most Web designers will know how to do that. Just creating some form, some way for them to communicate with each other. For many businesses this is actually a really great thing.

Number two: Just regular e-mails tell the classes: I need something that’s going to be simple. Again, people freak out with this, like “Oh, I can’t e-mail so often!” Just do what you can. What is better than nothing? Anything. Keep it small, and keep it easy.

It doesn’t have to look so fancy. If you notice, my e-mails are just text. I do it that way for a reason. A lot of times people block HTML. Most of the top marketing people I know just send plain text e-mails and not fancy e-zines. Sometimes people just block HTML. If they see HTML, their system just blocks it out. I know there may be some debates about that, but I know you don’t have to make it super fancy.

From Valerie Herder, the question is what is the value of a business plan? That’s such a great question. To me the real value, number one, is for you, just the process you go through. It depends what your goals are. If where you are at is basically great, and you don’t want to grow really big, you may not need to do it.

If you’re going to take a huge leap, I think going through that type of planning process can be really powerful. Mostly it’s for you, because the truth is the plan is going to change almost instantly. You’re going to hit the ground and everything’s going to change. It’s more just the preparation that you go through that is useful.

I am more interested, honestly, in a business process than a business plan. If you have a good system, a good process that can be franchised and expanded, to me that is a more important thing than having sort of a strategic step by step plan when the terrain is going to change.

Ron asks for simple and effective strategies for staying in touch with his niche during the middle of the very busy season. Personally I would say that it is probably cool to be in touch less in the busiest season and let them know, “Hey! I’m going to be busy. You ain’t going to be hearing from me as much.”

Then in the off season, be in touch with them more. I think it is fine to have those natural seasons in your business. Again, simple e-mails. The key thing here is also the 80/20 rule, you know, you may want to be in touch more often with your best clients than just everybody. I would just do it no less than monthly.
I have loved every e-mail I’ve gotten from you. I’m on Ron’s list, and every e-mail I’ve gotten from you I’ve loved. It’s been really useful. When you sent the piece about something that was happening in the River Valley, and the city council was looking for responses on the survey. If he hadn’t sent it, I don’t think I ever would have heard about it, and it was really, really good. I really appreciated him giving me the opportunity to give input on the issue. I wouldn’t have heard about it, and I was really glad I did.

Elizabeth Sadu’s question is, “I have a regular job right now but want to expand doing my special healing. How do I get started? How do I establish a focus with so many healing modalities that I use?” First thing is that a focus is just pick a niche for holistic practitioners, for people like realtors who are in that position, having some sort of a target market will make your life so much easier.

That doesn’t have to be the whole thing. You can do multiple niches if you want. It’s just a little trickier. You can keep doing what you are doing, but just pick a niche that you want to experiment with and gradually expand into to see if it works and feels good. That’s great.

Take a niche or a problem that you special in, like lower back pain, for example. In terms of, “How do I establish a focus with the many healing modalities that I use?” This is really important. It is a hard one to hear for those of us who have spent so much time developing modalities. People don’t give a shit about modalities.

It’s like some people get it and care, but most people really don’t. What they care about is the results they are experiencing. They care about it gets them out of pain. Sometime when we lead with, “Well I do these and these and these modalities;” that’s the methodology. Remember, first, target; second, problem; third, results; fourth, case studies; then fifth, methodology. Then the methodology.

We don’t want to lead with that because it’s really meaningless to a lot of people. They don’t understand it. It’s a big word; they don’t understand. To sort of take the focus off of the phrase healing modalities, refocus on: who are you targeting? What are the problems? What are the results you want to produce?

Selena: “I would like to expand my seminars and public speaking engagements. Any tips?” The best thing I am finding is just getting hosts; people that host you in terms of that. There are some other thoughts, and seeing that you e-mailed me, there is something Robert Middleton wrote that you might like specifically on that. There are a lot of people who specialize on how to do seminar things, but I find the best and easiest thing is get people to host you to do a gig. Do it for free sometimes in the beginning for an intro thing, and it can be a great way to sell into your bigger things.

UnlocktheGame.com, I really recommend for you. He is a genius in terms of this whole gatekeeper thing from a totally non-pressuring, integrity-filled genius perspective.
In fact, we talked about that earlier in the call. You are solving a problem. It’s either figuring out what the symptoms are that they are experiencing and tying it to that cause, or if there needs to be just some education.

That’s that. Basically what I want to say is that if you have a question at this point, press 6, and if not, just stay muted and listen if you want. If you have any questions, you can press 6, and that will unmute you, and we’ll take it one by one.

Otherwise, thank you so much for joining the call. Otherwise I’ll stick here and answer questions that you have.

[Noise]

Monica: Hi, Tad. This is Monica in Seattle. I am sorry we didn’t get to talk the one time that you called.

Tad: That’s alright.

Monica: I sent an actual e-mail out about the actual medical device that I designed and that I sell. I sent you my Web site in just a short e-mail because you had said, “Any questions?” I thought, “Well, this is a niche because my product definitely hits a niche market, and I am trying to expand it.” I put it out there for you to give me some ideas on that. Did you get that?

Tad: Was it the toilet thing?

Monica: Yeah. HealthStep.com. That’s a niche market, I’ll tell you!

Tad: It really is. It looks great. How are you marketing it right now?

Monica: Medical trade shows for naturopaths and colon hydrotherapists. Colon hydrotherapists, of course, are my biggest buyers, as well as the naturopaths. The colon hydrotherapists by far are the largest. On the Web, my Web presence is where I really think I can expand. I have people who want to buy from Israel; I have people from Australia. I have a distributor in England and Columbia.

Tad: When you say expand your Web presence, what do you mean?

Monica: Well, I am getting a very small, maybe one order a week, and I feel like I could be doing a much better business than that. I am not sure if it is how I am marketing my site. Just another perspective of whom I might be missing. I thought at one point the gay population…[Laughter]

Tad: That could be great. Let me give you three leads to check out. First of all is a woman named Phila Hoops, and she has a Website called Your-Words-
Worth.com. Phila is great. She is a copywriter. She is pretty brilliant, and she specifically focuses on green-conscious businesses. She is someone to check out. Also www.sitesell.com is a great Web site just about how to make your Web site sell more products, and they are really great.

There is something else for those of you who are using your Web site a lot for your business; it is called UnlocktheInternetGame.com. This is really, really great stuff on how to make your Web site just feel more human, more interactive, because there are a lot of people who come to your Web site, who visit it and leave never having bought anything. There are ways you can interact with them that are really compelling.

Those are three resources I would check out. The other thing I would really recommend is have you done any endorsed mailings or e-mails?

Monica: No, I haven’t done any spam-type of things. I just really send people from the trade shows there.

Tad: The main thing I would recommend is finding who is the most-respected person you can find? Who is the best hub? Who is the person who is the most respected and the most open to endorsing good things to your target market? Find the people who are the most influential nationally or in local communities, and ask them if they would be willing to send a letter on your behalf to their list.

We are specifically thinking of people who are connected to other doctors, connected to other colon hydrotherapists. Maybe you can fine the preeminent teacher of colon hydro therapy in the country and get him to be willing to sign the letter that you would write. It would be a sales letter. He could write it, but something that would get sent. “Hey, there is this new product. I really love it. I would recommend you checking it out. Here is a special offer for you.”

A letter that comes from somebody like that would get so much more response than if it just comes from you, who they don’t know. It’s the same thing for e-mails and paper mail. So those are my suggestions.

Monica: That’s a great idea! Thanks.

Pierre: What’s the product?

Tad: Well, do you want to give your Web site out?


Tad: On that note . . . I have to run! Thank you so much everybody for joining in on a long, sprawling conversation. It’s been great to have you.
Let’s all remember that this work isn’t just about being a savvier business person -
It’s about building strong and good relationships with others. It’s about investing
our energy into our communities. Because if we spend our time and energy and
love and faith on mega-corps - nothing comes back. Believe only in what can love
you back. Believe only in what can believe in you. This is where your strength
comes from - from being together; from relationships.”

I have so much respect for the work you’re all doing. And I know that it can be a
struggle - the issues we face are vast and daunting. No one has it all figured out.
But just remember this bit of wisdom from the Talmud, “it is not for you to finish
the work, but neither is it for you to lay it down.”

Have a wonderful, wonderful rest of your week. I hope it is not snowing where
you are like it is where we are. We’ll be in touch soon. Take care, everybody.
Next Steps:

If you would like to explore working with me - just drop me an email at tad@tadhargrave.com with the particular problems and challenges you're facing and we can take it from there.

For new folks I offer four main things:

1. my free newsletter - this will keep you posted on when I'm doing workshops in your area, resources and events you might find useful as a conscious, local entrepreneur and tricks and tips you can use to make your business even more irresistible. You can sign up on the left hand side of my website - www.tadhargrave.com

2. a blog with all the archives from my newsletters plus a lot of additional, carefully chosen conscious content - www.radicalbusiness.blogspot.com

3. free video coaching - check out over two hours of life video footage of me teaching the core of my marketing perspective. You'll even see me do card tricks. True story. www.youtube.com/radicalbusiness

4. an initial 90 minute consultation ($400 of time on a pay what you can basis). www.tadhargrave.com/consulting

I look forward to connecting with you soon.

Warmest,
Tad

www.tadhargrave.com
A PHILOSOPHICAL WORKSHOP:

The Principles of Pre Eminence
The 7 Principles to Becoming a Trusted Advisor
(Version 4.0)

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radical business
The Principles of Pre Eminence
(Version 4.0)

The Principles of Pre Eminence:

1. Falling In Love: Serve Clients, Don’t Sell Customers

2. Focus Entirely On Serving Your Clients Not Yourself

3. Be A Trusted Advisor Not Just An Authority

4. Offer Your Clients A New, Expanded Possibility For Their Lives And The World

5. Radical Integrity

6. Forever Matters More Than Today

7. Deepening Appreciation

Dedicated to the Druids who advised my ancestors with the spirit of unconditional love and uncompromising truth in the service of all life. They sometimes took 20 years of training and took their position in the community seriously. They understood the trust invested in them and knew their wisdom was counted on. They spent years in training so that, when it was called upon, they could deliver. I honour their deep commitment to excellence. May our wisdom serve and heal. May the guidance we offer be truly helpful.
Introduction

People don’t want information. They want guidance. That’s really the heart of it.

And it’s important for you to understand. After all, you are likely facing ruthless competition in your business, even if you aren’t aware of it.

With the advent of the global economy, you are facing a rather intimidating proposition. Increasingly we’re seeing box stores, multinational corporations and national franchises move into smaller communities and supplanting their local counterparts.

And yet, there are some businesses that are thriving in spite of it.

One of the most disconcerting effects of this with corporate globalization is the way that it turns us all into commodities. Meaning that it seeks to lump us into categories and make us just “one of the pack”. This system seeks to transform us from people into numbers. It seeks to turn nature into money. It is as if there is a conscious and unrelenting force seeking to remove any sense of uniqueness or distinction.

We have never seen a more fierce level of competition in the business world. Today you must either stand out or stand aside. Countless businesses are daily crushed under the heels of ruthless competitors.

And yet, again, some businesses seem much less affected.

Most of us, in our day-to-day experience, can testify to the fact that, in business today, mediocrity has become the norm. It is rampant. Good service in business is a rare thing. And when you come across truly outstanding customer service and quality you are so blown away that you tell everyone you come in contact with for the next week.

You are living in a day and age where people often make the decision of what product they’re going to buy before they ever enter the store because of the phenomenon of branding. Meaning that people already have a loyalty to a certain brand before they ever show up.

Simultaneously, there is another factor which makes the prospect of doing business with most people incredibly unappealing. That is the factor of “pressure”. Meaning that, in any business transaction, in any transaction where there are the artificial roles of ‘buyer’ and ‘seller’ there will be pressure.

Anytime you sell something, anytime you go to market your services, anytime you go to buy something, you’re entering into a dynamic which has become inherently pressure filled. This isn’t new. The ancient Latin phrase “caveat emptor” – buyer beware – is evidence enough that the strained relationship between buyer and seller is as old as those roles themselves. It is so characteristic that people have come to expect it. The game is clear. The seller chases the buyer. The buyer puts up the shields and withholds information. The irresistible object meets the immovable force.

But, so what?

What are the implications of this for YOU?

What this means is that before people ever show up into your business they have already put on a defensive suit of armor. Most of us have had situations when promoting what we do, where we discovered the people we’ve been selling to had not been honest with us. They were just “shopping” but they didn’t tell you that. They had no intention of buying. They used you to get useful information for themselves.

It is a socially acceptable norm to not only lie to salespeople but to waste their time.

Once you enter the buyer and seller roles you often sell a piece of your humanity. The salesperson uses artificial words and language and approaches people the artificial way. In short, they apply pressure. The person being sold to feels this pressure and reacts by either shutting down, pushing back or leaving the situation.

Fight, flight or fright.

Therefore, the first and most important step that YOU must take when you are marketing or selling a product is to establish a unique identity that is so far above the morass, so far above the crowd that you are uniquely distinguished. You must establish a unique identity so that you never trigger the associations of “salesperson”. Because once
people put you in the box of ‘salesperson’ it is difficult, if not impossible, to get out.

More important than any tactic or strategy you can learn, is the vital importance of having a unique and distinctive answer to the question, “who are you?” I will expand on this in Principle #3: Be A Trusted Advisor Not Just An Authority.

You must find a way to approach clients, or better yet have clients approach you, that has them think of you in the light of a trusted advisor – not a dime a dozen salesperson.

This takes extraordinary effort and strategizing in the beginning that pays powerful dividends in the long-term. Remember, it is never crowded along the extra mile.

The philosophical core of how to create this is what these Principles of Preeminence are all about. The Principles of Preeminence are really two things: first of all they are a philosophy and mindset that is so fundamentally different than the traditional sales and marketing psychology that one can't even compare. Second it is a set of strategies and tactics and specific things that YOU can do to so favorably distinguish yourself from your competitors that you aren't even in the same ballpark. You become preeminent in the mind of the client. You become primary – first and foremost. You become the only truly logical choice for your ideal client. You occupy the first position in their mind. Once you do that you are 90% of the way to homebase.

There are two core themes to the Principles of Preeminence. First, empathy and second, ‘being a trusted advisor’.

How do you get pre-eminence in your domain? How do you become the leader in your field? By fundamentally shifting your focus from your needs to serving your clients needs.

The Backwards Dentist from Australia

Let me tell you a story. Most people don't realize it, but the dental profession has one of the highest depression and suicide rates of the entire medical industry. Let's face it: nobody likes going to the dentist. Most people associate a tremendous amount of pain to the thought of seeing the dentist. After all, you only see the dentist when you're in pain. And then . . . they cause you more pain.

It isn't easy having a job that makes people wince at the mention of it.

But, I digress – let me tell you a true story . . .

There is a dentist in Australia named Paddy Lund, who was beginning to feel extremely depressed and seriously considering taking his own life. A friend of his convinced him to attend a marketing training. At this seminar he realized the all-important life lesson that: there are no rules.

He realized that he had been unknowingly, and unwittingly, limiting the level of his income, the level of his happiness and the level of his connectedness to all of his clients.

He went back to Australia inspired and he made some significant and powerful changes. He did everything backwards. He started to do, essentially, the opposite of what every other dentist was doing. Within a couple of years had quadrupled his income, he was working a quarter of the time other dentist were working and, most importantly, his lifestyle was incredibly fulfilling.

Currently, he has a waiting list over two years long, and people will pay over $800 for the plane ticket to fly and see him for an appointment. He has zero receivables in his business – he is not waiting for any of his clients to “pay up on their tab”. His clients revere him and treat him like a dear and cherished friend and a trusted adviser.

I'm not making this up.

I was recently speaking to Michael Basch, who was one of the founding Vice Presidents at Federal Express. He told me that he had actually visited Paddy Lund's dental office. I was excited because, while I had certainly heard stories about Paddy Lund, I'd never met anyone who had met Paddy or visited his clinic. So, I asked Michael, “what was it like?”

Michael told me that he thought Paddy Lund's dental office was the best run business on the planet. He told me that his experience in Paddy Lund's office was the closest experience he had ever had to experiencing unconditional love in a business context.

I began to realize that what Paddy Lund did was certainly not limited to dentistry. That every single business owner could have the equivalent of that success for their own industry. Every single
business owner could have raving fan clients like Paddy, every single business owner could only work with the most perfect, ideal clients - people who they like and respect. Every single business owner could create a business where they no longer have to beg or feel like they are losing their integrity in order to sell their product or service.

It’s just that nobody thinks this is possible, and even the ones who think it might be possible have no idea how to do it.

These Principles will require you to do three things:

1) **Raise Your Standards**: Be unreasonable.

2) **Change Your Limiting Beliefs**: If you believe that it’s not possible to have perfect life or business then it isn’t. If you believe you don’t deserve that — then that will be true for you.

3) **Develop New Strategies**: Most businesses operate just like everyone else in their industry. But those who succeed massively aren’t necessarily smarter — often they just have a superior strategy.

Certainly, Paddy Lund employed a variety of specific strategies and tactics -- specific action items and tools that created that level of success -- but let me tell you the truth: most people get caught up in tools and tactics and they forget about the all importance of **strategy**. They forget about the primacy of **vision**. They get caught up in taking massive action towards a fuzzy goal.

People ask me, “How did Paddy Lund do it?” as if they could simply copy his strategy and get the same results. But they wouldn’t. Why not? Well, for one, you are probably not a dentist. Your industry is different, and your vision is not the same as Paddy’s. But, the principles he used will apply to you. Many of the strategies will as well. Many of the tactics would work — but you must create your own strategy based on your own realities, desires and visions.

There’s the old saying, “if you don’t know where you’re going then any road will do.” If you don’t know where you’re going and you employ a variety of powerful tools and tactics - it will only get you nowhere … faster.

So, how do you create this kind of business for yourself?

Follow these seven principles. It is how Paddy built his business and how you can build yours.

The following seven principles were not simply pulled out of thin air. They are the results in combination of in-depth, almost obsessive modeling. Modeling is an incredibly powerful tool. Basically, the principle of modeling says that if anyone has produced a specific results you can also produce that same result, if you take the same actions.

If John the Baker has taken 25 years to learn how to bake the perfect chocolate cheesecake -- that doesn’t mean that it needs to take you 25 years to learn how to do it. All you need is his what? His recipe. If you have his recipe -- and it's an accurate recipe -- then you can, within a few attempts, be making the same quality cheesecake that John the Baker does.

However, modeling John's recipe will not make you a great baker. To do that you need to go beyond modeling the actions, and even go beyond modeling strategies into something much deeper called: organizing principles. Organizing principles are those core, fundamental, profound truths that -- the minute you understand them -- you can apply them to your life, and they will produce measurable results. An organizing principle is an understanding, a belief or distinction that allows you to take all of your resources skills and tactics and organize them most strategically.

Over the span of my life, I have invested massively and consistently in order to learn the organizing principles of creating a conscious life.

To give credit where credit is due these Principles of Preeminence have largely been modeled from four distinct sources:

1) **JAY ABRAHAM** ([www.abraham.com](http://www.abraham.com)): First and foremost, these principles have been modeled from a gentleman named Jay Abraham. Jay Abraham is probably the world’s leading strategic marketing expert. For years, Jay Abraham has espoused a concept he calls the Strategy of Preeminence. I had heard him speak about it on numerous occasions and read about 100 pages of text in which he extolled the virtue of this strategy. The Strategy of Preeminence, as shared by Jay Abraham, really sets the foundation for these principles. In fact, I arrived at the these seven principles largely by examining Jay's Strategy of
Preeminence and asking myself "if I had a chunk this strategy into seven principles, what would they be?"

Now, Jay Abraham did not come up with the Strategy of Preeminence himself. He sat down with the president of one of the most successful businesses in the United States -- a man who he is honorbound not to reveal.

This business was about 400% larger than their closest competitor. At the time of his interview they had grown 15 times in the past five years. They were probably 10 times more profitable, and they commanded absolute unequivocal predominance in every area that they penetrated. They enjoyed themselves more and Jay consider them the most bulletproof and formidable business he'd ever come across.

Jay gave them about $200,000 worth of his consulting services in exchange for the opportunity to sit down with the president of this company and pick his mind clean. Coming out of all those meetings were about 400 pages of transcribed notes describing this man's philosophy, his core strategy and his belief system.

2] LYNNE TWIST (www.soulofmoney.org): Over the past five years I have had the incredible opportunity to learn directly from one of the world's greatest living fundraisers -- Lynne Twist. She is the author of "The Soul of Money" and has raised, personally, over and hundred and fifty million dollars from individuals around the world, sitting down with them face-to-face, one-on-one and asking them for their money. Not only has she raised incredible sums of money but she does it in such a way that people actually look forward to her asking them for money. Not only has she raised incredible sums of money but she does it in such a way that people actually look forward to her asking them for money. Seriously.

3] ANTHONY ROBBINS (www.tonyrobbins.com): I have had many years of extensive and personal experience with and coaching from Anthony Robbins. Very few people understand the concepts of modeling and human communication better then Anthony Robbins. Probably the core of my facilitation style and my understanding about the nature of creating positive change have come from my association with Tony.

4] MY LIFE (www.tadhargrave.com): the last 10 years of my life have been an incredible mismatch of not only business experience, but also the experience of facilitating over 20 weeklong gatherings for leading young activists from over 50 countries around the world, over 78 day long workshops for student leaders in my home province in the opportunity to meet and learn from some of the leading holders of wisdom in our time.

So, inspired by Jay Abraham Strategy of Preeminence, I sat down and asked myself "If I had to distill the strategy, combined with everything that I learned in my life about businesses success what would those seven principles be? What would be seven principles, that I would feel excited to commit my business life to?"

You are about to read the answers. I think you will like these principles -- a lot.

Most of us are sick and tired of feeling pushy, slimy or like we have to prostitute ourselves in order to make money. Many of us have the uncomfortable sensation that unless we somehow "sellout" we aren't going to make it. Many people I know are sick and tired of settling in compromising their values, just to pay the rent.

What follows is very simple - almost too simple.

These seven principles form a beautiful, elegant woven tapestry. Disarmingly and deceptively simple. But not easy. Each principle has many levels and thousands of applications. Not one in a hundred has heard it. Not one in 10,000 really gets it. Not one in 100,000 fully applies it and not one in 1,000,000 is a living embodiment of it.

It doesn't require a lot of examples or illustrations to feel its truth – but it generates thousands of examples.

This isn't a sequence of steps where you start at A and finish at Z. This is an infinite game. It's a process – it's always deepening and expanding. At it's core it is about shifting in one's orientation from focus on selling to being grounded in service.

“It is a mistake to believe the great leader is above others. The sea, greater than the river, lies below, open and receptive.”

- Tao Te Ching

It intentionally carries redundancies, repetition and overlap amongst the seven principles. It is no accident. It is both a logical, sequential process and an interwoven fabric.
What separates the good business from the truly outstanding ones is rarely tactics, often strategy but always a very different philosophy - a different set of core principles and assumptions.

When you begin to apply the Principles Of Preeminence in your business, everything will change.

For the better.

You will attract a higher quality of client, you'll lose your fear and resistance to sales, you'll sleep better at night and find your passion for your business reawakened during the day. The more you not only apply but embody these principles the more you will stand out in the minds of all those you serve as the very best there is. The pre-eminent choice.

You will find people enthusiastic to do business with you and happy to take care of your own needs so that you can – and do – take care of the needs of others and make them – not you – your primary focus. As you apply this you won’t just be memorable – you’ll be legendary.

Most businesses do not do this – most businesses are utterly forgettable.

*** A Caveat – It May Be Important ***

Here’s a bit of tricky wisdom for you: to truly apply these principles – which are grounded in selflessness - you must first become incredibly selfish. You need to take care of yourself, set your boundaries, know what you want, feel a grounded connection with life and spirit. You need to set up your ideal lifestyle and build your business around that. Once you’ve laid that foundation and ensured yourself of all the emotional, relationship and financial reserves you need – you can afford to be incredibly selfless, generous and giving. Before you become interdependent, you must become independent. You can’t skip that step. You will never be attractive while you’re dependent.

As you become independent (and, eventually, interdependent) you will naturally and easily begin to develop an overwhelming level of compassion for others.

If you follow these principles and truly commit your business life to them you will never have to feel like you are compromising your integrity again. And you will – if you want to – make a great deal of money.

That's a promise.

Warmest,

Tad Hargrave.

P. S. You will notice a variety of places were I have inserted text inside a shaded box. This text, is there to flag, and summarize the beliefs of truly preeminent businesses.
**Principle 1:**
**Falling in Love: Serve Clients, Don’t Sell Customers**

They understood that most people inherently don’t like and don’t trust “the system”.

DISTINCTIONS:
- **Customer**: someone who buys a product or serve
- **Client**: someone under the care, protection or guidance of a fiduciary

Consider carefully the difference between those two words because this distinction forms the philosophical core of the Principles of Preminence. The question before the house is this:

“Do you want to sell customers or do you want to serve clients?”

If you are willing to step up into a new level of impeccability in your business conduct then read on.

Let’s start at with the bottom line . . .

You need to understand what they truly need at the deepest level – to help them gain clarity on what they truly want and then develop a clear strategy to get them that. You need to love them so much that you want to get the biggest and best possible outcomes for them.

Most people make the tragic mistake of falling in love with their business – rather than their client. You must do the opposite. An easy way to do this is to choose to serve those you already love. Before you even get into business – decide who it is you most love and would most want to serve and then it’s easy. It’s much easier to serve those you already love then to fall in love. But if the people you’re serving are not people with whom you are already in love – then start paying more attention to everything that is great and wonderful about them. Most businesses see their customers as numbers.

They **hate** being seen as a “number”.

Most people feel static and out of connection. They really want to believe that there’s a much better way than the mainstream approach. Just look at the success of the movie phenomenon “The Matrix”. It deeply struck a chord in the psyche of our culture. It spoke to that nagging suspicion that something is fundamentally wrong with society – that the basis and very structure of society might be a lie. Most people feel this way.

Your role is to be the embodiment of a vision of something better. Most people, in the back of their minds, have the sneaking suspicion that there must be a more fulfilling, natural and easy way to do things.

If you notice you aren’t really **truly** in love with your clients it’s because one of four things is going on:

A) **Profession**: You’re in the wrong business; you’re off your life’s path. Ouch. You probably need to **change careers**.

B) **People**: You aren’t clear enough on what your ideal client is and so you’re settling for poor quality clients who are draining your energy. Get clear on your perfect client and, whether slowly or quickly, weed out the energy drainers. Stop settling. **Change your clients**.

C) **Perception**: You aren’t taking the time to truly **appreciate** them – to notice what’s wonderful and loveable about them. You may have habitual and inappropriate questions, beliefs, language or metaphors about “clients” that block you from seeing their beauty. Start noticing how you think of clients, and what you say to yourself when you think of them. Are they “a pain in your ass”? “An interruption” or “an obstacle to you achieving your goals”? If so: Warning.
Change the way your are looking at or describing your clients.

D) Procedure: You may be a night person but you’ve set up your job to see clients in the morning because you think you HAVE to; you’re a coach who hates his clients because his life is scheduled with unavoidable sporadic calls vs. setting it up so they “Call on demand”. You’ve made the client king and given them your cell # and said “Call me 24/7” … and they do.

Change how you interact with your clients.

You need to set up your lifestyle so it works for you so that you have more to give to your clients. This “falling in love with your clients” likely sounds a little “woo-woo”. But it’s the most bottom line, highest ROI thing you can do. It’s a hard nose, business approach.

Do you get it?

Do you get that this is the key to obscene amounts of wealth and happiness in business?

“Great customer service” is respectable, even laudable… but trite. Focusing and creating “raving fans” is wonderful… but may be incomplete. Before your clients become raving fans of you or your company YOU need to be a raving fan of your clients.

Make sense?

Customer service is important but falling in love with your clients is a much more vast, expansive, deeper and connected foundation to build from. If you fall in love with your clients – if you come from that place – you will perform legendary service naturally. Legendary service is a byproduct of a great love for those you serve. Service is the flower but love of the client is the soil.

Is that a license to not develop systems? Is that a license to not develop policies and procedures around serving your clients? No. It’s an affirmation that, unless you really love your clients you likely won’t spend the time it takes – to develop such systems in the first place. You won’t invest the needed focus to make those systems not just excellent – but outstanding.

How do you know if you’ve fallen in love with them?

Well, ask yourself “When I fall in love romantically what do I do?” Then translate these answers to business.

When you really love a particular client isn’t it true that:

- You perform legendary service
- You’re in constant contact – always courting
- You’re giving much more than you expect in return
- You are passionately and constantly trying to improve the quality of your products and services.
- You keep trying to think of ways to make doing business with you more fun
- You find yourself constantly thinking of ways to delight and surprise your clients.

The key is not that you think you understand them. Everyone thinks they understand each other. The key is that they feel understood. Read that sentence again. It’s not that you love them but that they feel loved.

Your clients need to feel cared for by you – to trust you’re not just looking at their wallet. People want to feel worried about. Like they matter.

Your job is to voice their innermost feelings and affirm them.

Most people are thinking:

- I don’t trust the system
- I don’t want to be average, a number
- I don’t want to be controlled anymore (by people circumstances, lack of resources, the competition)
- I want to feel powerful and in control of my life. (People hate feeling that someone else ultimately controls how their life will end up. But they don’t know what to do to change that)
When you are in conversation with your clients they need to think "What I feel, she feels too"

The most chronic blunder of most entrepreneurs is thinking that people want their product or service. They don't. They want a result. They want a solution to a problem. They are looking for relief from an affliction. They are hoping that your product or service will help them achieve some desired goal. It isn't about you.

In fact, they really don't care about you or your business problems, how hard it is for you. They don't care that you had a bad day. The sooner you realize that it was never about you or your business – the better.

Your product or service I just a means to an end for your client. What is that 'end'?

Is there even a problem? Or do you just think that people should want it?

Most businesses fail because they fail to identify and address their clients' and prospects' deepest needs.

REMEMBER THIS ALWAYS: Your business is a bridge. Your business is the bridge between where people are and where they want to be.

There are five levels of this. You know you're making progress in this area when:

1) You realize that they have deeper needs than your product or service. You realize they want those for something.

2) You feel totally clear about what these needs are

3) You can articulate their needs better than they can.

4) You can articulate the needs and inklings that they barely even knew they had themselves – you can put words to those vague discomforts, niggling doubts and unclear concerns

5) You inspire people to see more, you bring awareness of such higher possibilities that they raise their standards for their life, they stop settling, they get out of "no man’s land" and they grow – this creates a new level of need; a new gap between where they are and where they want to be.

Remember: you must fall in love with your client more than your business or product. You’re there to serve THEM, not you.

This comes from a commitment to not only having a transactional relationship, but a transformational one. It calls on you to go beyond the superficial and mundane levels upon which most business relationships exist. It calls upon you to be a little vulnerable and candid. At its simplest level, it asks you to focus on being truly interested not interesting; engaged – not engaging.

Most people in business are so busy focusing on how they can be the most interesting, dynamic and engaging person so that people will buy their product or service. But those people will never get as far as someone who truly and deeply cares about their clients and focuses on their problems, their secret desires and frustrations, their hopes and dreams and their well-being.

Your answer to the following questions forms the core concept or proposition that you are making. In marketing, nothing is more important than your offer. A good concept will always transcend bad writing but a bad concept will never transcend good writing. The core premise must be strong and valuable to the end user. And it must be communicated powerfully.

Ask yourself, “How can I elegantly and powerfully educate people that:

1) They have a problem?”
2) It can be solved?”
3) It must be solved?” (they need to feel this at the emotional level not just understand it intellectually)
4) It must be solved now?”
5) I can solve it?” How can you help them feel certain about this?
6) I can solve it **better?**” (e.g. faster/with more skill/with more advantage and less risk to them than anyone else).

7) **I just solved their problem?**” Sometimes people “don’t get what they got” and that’s your fault.

Notice that each of the seven levels above focus not on YOUR products or services but on your CLIENT’S problems and pain. The Preeminent business owner focuses entirely on the client.

Since most people don’t trust the system you must position yourself as a viable and refreshing alternative - one that helps them regain power and control their lives. But that will never happen unless you truly care. It will feel like too much effort. It’s probably an incredibly burned out phrase, but it’s still true that people don’t care how much you know, unless they know how much you care. You want to understand the fabric of their life well beyond the “transaction”.

Some people say, “But my job doesn’t lend itself to falling in love with clients.” If you believe that then, “yes” that will be true for you.

But, when you get that your real goal in business is to help solve people’s problems and you get that solving people’s problems is probably the most loving act that you can do for them - things start to shift for you immediately, dramatically and powerfully. And, I would go so far as to say that until and unless you embrace some higher purpose and sense of identity in business you will never be truly fulfilled or happy. Some people might look at this as a life of sacrifice, but really, the life of sacrifice is the life that you live before you find this sense of higher purpose.

"Someday you’ll find out that there is far more happiness in another’s happiness than in your own. It is something I cannot explain, something within that sends a glow of warmth all through you."

- Honore de Balzac

If you ask for people’s business from any place other than service and inspiration - you will feel diminished. You will feel reduced to mere sales.

"Ultimately, it is not our credentials, but our commitment to a higher purpose that creates our effectiveness in the world."

-- Marianne Williamson

I remember best-selling author Marianne Williamson speaking once about her experience working in a bookstore. The bookstore owner was constantly fussing about how to sell this or sell that. She told Marianne to look at every single client, who came in the store and think to her self, "There’s a potential sale.” But Marianne had a very different relationship to the bookstore. She saw it as her ministry. She saw it as a chance to really love people. She saw it as a church. She refused to see her position in the same mundane and mediocre way that everyone else held it.

And, as she did that, the sales did just fine.

If you walk into a bookstore and you feel you’re being looked at only as a source of money - you aren’t going to stick around very long. But imagine going into another bookstore, where you feel better every single time, you walk in it. Imagine going to bookstore, where you feel loved and cherished just from walking in the door. At one point, Marianne Williamson woke up and said to her self, “Oh, I get it. They think this is a bookstore!”

I remember seeing on TV one day, a special 15 minute report about the traffic cop. Now, I don’t know about you but I can’t think of many jobs more mundane than being a traffic cop. You’re basically just directing traffic. There’s no time for idle chitchat, and you don’t have a lot of time to really connect with people and send them love.

Or do you?

This was an old African-American Man from Jamaica. And he didn’t just direct traffic, he would dance and give people high fives as they went by, and made sure that every single person who passed his way got a smile and wave hello. In the special they showed interviews of people who drove 10 blocks out of their way just to make sure they got to pass this man as he directed traffic. He made everyone with whom he came in contact feel wonderful and loved. He made people happy. As the good Dr. Martin Luther King Jr. once said, “If you’re going to be a street sweeper, be a great street sweeper.”

**Tactics of Pre-Eminence:**

- Be **inter**dependent not **de**pendent – dependence creates desperation and desperation is incredibly unattractive in
business. Handle your business. Take care of yourself. Get your emotional needs met. Manage your money. Create a life that works for you – create a solid foundation for yourself emotionally. To the extent you can do that you will be incredibly attractive to people.

**Principle 2:**
Focus Entirely on Serving Your Clients, Not Yourself.

In order to do this you need to fixate on their needs not on your own.

These pre-eminent businesses saw themselves as their clients’ champion, ombudsman, defender, and shield. It was of the most supreme importance to them that their clients felt their immense respect and empathy for them.

I truly believe that there are enlightened beings on the planet who are here purely to be of service and have evolved past any need for ‘self’. No ego. YOU probably don’t have them as you clients. Your clients - to be blunt - don’t care about your intentions to help them. Your clients don’t care how hard you work, they don’t care if you need to feed your family, they don’t care that you are following your hearts passion.

On a personal level they may care – but on a professional level they could probably not care less.

They care about their problems. A man’s toothache means more to him than a thousand earthquakes in a foreign country. People don’t want your product. They don’t want your service. They want a result; a solution to a problem. They must see you have someone who is working even harder than they are to come up with solutions to their problems – not as a salesperson. People want to be worried about. They don’t care about you -- your problems, your goals – they care about whether you can help solve their problems.

You must see yourself – first and foremost as a problem solver.

Most of us are a little neurotic. We tend to think that everybody is thinking about us all the time. In fact, we think too much for our own good. For example, if you are watching any great performer, whether in the arts or in the sports Arena, they are not thinking when they are delivering the great performances. They go into a state called “flow”. This is a state where their mind goes quiet, and they just seem to do the exact right thing at the exact right moment. And the key to this state, is that we stop thinking about ourselves. True

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**The Only Four Questions That Matter:**

1) Do you, in your heart of hearts, know it to be true that your community and the world is better off for the existence of your company/product or service?

2) Do you, in your heart of hearts, know it to be true that your clients are better off for availing themselves of your product or service?

3) Do you, in your heart of hearts, know it to be true for your clients are better off under your care than with your competition?

4) Do you believe that you offer at least as much or more value than you charge for? Is it worth the price you ask them to pay?

- Keep Reviewing “The Only Four Questions That Matter” (above) until your answer is a solid and powerful YES! to all six every time.
business excellence and greatness comes the moment you shift from an internal focus to an external focus.

You become a truly great listener when you focus all of your attention outside yourself. You will become a truly great speaker when you stop thinking, editing and judging yourself in your own head and you focus all of your energy into what I would call "uptime". This is time when you are totally external, focus outside of yourself on serving. Because the moment you stop thinking so much and trust yourself you will tap into your genius. You will tap into the deep wells of your unconscious, that know far more than you think they do.

This works on a personal as well as a professional level. The next time you're at a party and feeling insecure, instead of dwelling there or beating yourself up for feeling insecure, simply ask yourself the question, "how may I serve?" Maybe someone else is feeling worse than you and you can help them feel better. As you shift your focus from what others think about you to how you can help others you will notice that your insecurity disappears and your self-esteem goes up - massively. You will notice that you are incredibly attractive to others now.

The most powerful shift you can make in business is the shift from trying to be so interesting to being interested. When you stop trying to be engaging and instead, become engaged in the people you are with -you will find that it opens a space for magic to happen.

And, yes, that will likely translate into a great deal of money for you as well.

When you rearrange yourself to a focus on service something else happens. At first, you'll simply ask, "how can I serve my clients?" And then you'll get some answers and you will do those things but then, very shortly, you'll start to ask, "how can I serve them even better?"

In Japan, there is a philosophy, known as kaizen. And basically, this translates into a commitment to constant and never ending improvement. A commitment to small, incremental improvements over time that take you from having a mediocre impact to a massive one.

But what drives this quest for constant innovation is not just "more money". What will truly create the drive that you need to sustain that sort of improvement over time is nothing short of falling in love with your clients.

These businesses are constantly asking, "how can we serve them better?" They are never satisfied. They are always curious as to how they can bring more value with less risk and more fulfillment and fun to their clients.

Remember, you must be the greatest advocate for their rights, the champion of their freedom and possibility. You must passionately support people in not settling for less than they deserve and desire, and refuse to simply stand by while people you love self limit themselves.

When your attention is squarely focused on serving the customer, meeting their needs and solving their problems you will find it very useful to always ask yourself the following question when looking at your product or service: “So what?”

Meaning that some people take their products and services far too seriously. They refuse to realize that they aren't selling a product or service. They're selling a solution to a problem. People fall so in love with their own products or services they fail to realize that they may be of little practical value to the end-user.

I founded a project called Youth Jams in the summer of 1999. It was designed to bring together leading young changemakers and leaders from all around the world for one week to hang out with each other. By the summer of 2002, we had done four such gatherings. But, during the fourth, I found myself questioning, the worth of these events.

I would ask myself, "so what?" I would look at all of the participants and think, "sure, this is nice right now, but what about in three months? It costs a lot of money to put these events on. Do they really have any tangible impact on the real world or is this just an excuse for us to hang out with really wonderful people?" I began to wonder if the Youth Jams were just a huge waste of money? And - if you ever feel that about your business -- hang on. That is an important place to get to, because until you have really truly question the worth of what you offer you probably haven’t thought deeply enough about it.

So, I began to ask the participants at the events and the participants from past events, "do you
really, honestly, in your heart of hearts, believe that the Youth Jams are worth what we spend on them?” And people would of course say yes, they were wonderful, but I pushed them. I basically ask them to prove it to me.

And, after a month, I was finally convinced that these events were truly of service to the participants not just to me. Now I feel a powerful and unshakable level of confidence about the value these Youth Jams have. People often ask, where do I get confidence about selling and marketing my product or service? You get that level of confidence by rigorously, diligently delving into those “Only Four Questions That Matter” with a ruthless level of honesty. You get certainty about the value by deeply and honestly questioning it for a period of time. Real value withstands scrutiny but false value is destroyed by it.

Now, you can go over those questions in a superficial way, and say “yes” to each of them. But I’m suggesting that you do something different. I’m suggesting you truly sit with these until, in the craw of your gut, you don’t simply think these are true or even believe them to be true -- you know them to be true.

However, there is a sincere risk in asking these questions.

You may discover that the answer to one - or all - of them is, “no”.

In my experience, the vast majority of low self-esteem and businesses comes from not being able to answer all four of those questions with a resounding yes. And if you find yourself in that situation, you need to do everything you can -- whatever it takes -- to get yourself and your business to a place where you can say “yes” without a shadow of doubt in your mind or heart.

And then, you need to ask yourself “could I prove it in a court of law?”

Always look at what you’re offering from their self-serving vantage point – not your own. Remember, your sales proposition will only ever succeed if it answers a question that’s already in their mind. It will only take if it solves a problem they are currently experiencing or are very afraid they may face one day. It will only be effective if it relieves a pain they are currently experiencing.

At some level most business people are asking, “What do I gotta do to get the people to buy?” and it’s asked with a tone of frustration (bordering on resentment that these people are so stupid as to not see the incredible value you are offering).

Instead you might ask, “What do I have to give? What benefits do I have to render?” Or even better “What result do I need to give for this to be irresistible?” Your primary role is to create, add, and contribute value to their lives. The more value you add the more successful you will become. You see yourself as a liberator -- someone who frees people from the shackles of slavery they may not even have realized they were in. Like William Wallace, Nelson Mandella, Gandhi, you’re there to show them they have the power to free themselves, -- they always have.

In Don Miguel Ruiz’ book, The Four Commitments he speaks on the importance of being impeccable. Not as a puritanical moral standard but as a commitment of intention. A commitment to be impeccable with our words and actions. To ensure that we are acting in ways that help and not harm people.

You could easily exchange impeccability with preeminence.

And, as you go about serving your clients impeccably, there are two important phrases that you would do well to emblazon into the center of your mind:

You must never, ever let your clients buy more than they need (without sharing, as persuasively as you can, why they DON’T need it).

You must never, ever let your clients buy less than they need (without sharing, as persuasively as you can, why they DO need it).

Now, most people don’t have a problem with the first one.

After all, isn’t that just ethical thing to do?

If you see someone buying more than they need to, you stop them and tell them, “you don’t really need this”. That seems to make sense for most people as a strategy for maintaining long-term loyalty. Most of us have had experiences of people who were so focused on our own well-being than they actually cost themselves time, money or energy in
the short-term. We start to realize that forever is much more important than today, when you start to see your relationship with your client as a long-term one, not simply a one-shot transactional deal, this sort of thinking makes a lot of sense. It deepens trust immensely because people see you aren’t just trying to sell them something – you have their best interests in mind.

However, most people have a very difficult time with the second statement. Let’s look at it again:

**You must never, ever let your clients buy less than they need (without sharing, as persuasively as you can, why they DO need it).**

Oooohhh.

Now people's defenses get up. "But I would never push someone. I could never manipulate someone or make someone buy more than they need." But stop. Two important things:

1. This isn’t about making them buy more than they need. This is about ensuring that they do not buy less than they need.
2. This isn’t about forcing people into anything. This isn’t about dishonouring people by disrespecting their freedom to choose. You always give people freedom to say "no" and respect them when they do. You can still be sensitive to how pressured they are feeling. You can still communicate with elegance and profound caring.

This isn’t about being controlling. It's about being real and straight with people about what it's REALLY going to take for them to achieve their goals – from your a trusted advisor perspective. And in truth, you may know more in that area than they do.

Remember, they’re a **client**, not a customer. You’re not a dime a dozen salesperson. You aren’t just a “holding-area for products.” You aren’t just a fountain of wisdom. You are an empathic, a trusted advisor and trusted advisor. It’s not about the sale – it’s about taking them on a journey from where they want and need to be. If they're buying less than it will take to get there – you need to be honest about that.

You do people no favours by lying to them.

You do people no favours by letting them walk into the lion’s den.

Imagine a friend packing her car for a drive across the Sahara desert. She wants to save money and so only buys one gallon of extra gas and one gallon of water. Won't she get hurt? Isn't it dangerous for her? As a friend, would you let her do that? If she went despite your protestations – wouldn’t you follow her with extra water and gas so when she broke down you’d be there?

Or – vice versa – it's a short trip and she wants to buy so much more than she needs for it.

Wouldn’t you **tell** her?

Most people are fine with “don’t sell them more” but cringe at “don’t sell them less”. Get over yourself – don’t you see that that fear is all about you not wanting to feel pushy. You’re focused on yourself, not them. It gets back to “The Only 4 Questions That Matter” doesn’t it?

You must view your business through the eyes of your client. But, until and unless you deeply understand your client’s point of view, their needs, wants, hopes and fears, all your conjectures will be off base. Your offers will be less powerful than they could be. Your packaging won’t attract them as strongly as it could. Your marketing won’t speak to them as directly as it could.

**There are four steps to this:**

A) **Fall in love with your clients.**

B) **Seek to deeply understand them.**

C) **Look at all your marketing and innovations through their eyes. (Ask yourself “So what? What’s in it for them? How will this product make them feel better about their job/family/health/friends/finances? Etc”) Ensure you begin each sentence of communication to them with “you” not “I” or “Me”. Instead of speaking about your product or service, talk mostly to the end result or benefit they will get – in emotional terms – what good your product delivers, not how it works.
D) Redesign your business to make doing business with you easy, fun, and fulfilling for both of you.

If you can help your clients get what they want better than anyone else – and they appreciate that fact – you will never want for business.

There are 3 things you can do to powerfully grow your business (and they all center around, and are contingent upon, having an ideal client who you love and want to serve.) You can develop:

A) **Outstanding Products**: Not good products. Not excellent. Outstanding. They must "stand out". A quantum leap better, faster, easier, more results producing, etc. Far too many businesses I know are selling mediocre products. Their products are, "all right." Their services are "pretty good" but very rarely are they excellent, and almost never are they a truly outstanding.

There's something wonderful and even magical, about committing to master your craft. When people watch the performances of someone like Michael Jordan, or Mikhail Baryshnikov -- they are in awe. They have taken something difficult and made it easy and then taken the easy and made it beautiful.

Ideally, your product or service is so good that it becomes what is known as "user transparent". This means that it is so good, it is so effective that the end user basically doesn't have to worry about it, they just notice that their problem is gone. They turn the key and the car starts. They don't need or want to understand why. They flip the switch and the light turns on. This isn't always possible, but it's always possible to make your product or service better -- to innovate.

In fact, the only two things that will make you money in business is your capacity to market and innovate. But it's only an innovation when it brings more value to the end user. Basically, people want turn key solutions. They want to simply be able to turn the key and have their problem solved. Of course, life isn't always so simple, but the closer you can get to giving that level of value to a client the better you will do as a business.

Your clients don't really care about what's involved in the entire process all they care about is that they get the final result.

B) **Legendary Service**: Let's face it, these days, mediocre service has become the norm. We've simply come to expect it. When we get it we don't notice. It simply fades into the background of modern-day society. But when you get bad service you not only notice it, you not only remember it years later, but you tell every single person you know about your bad experience.

So the chances are your service isn't bad. That's actually pretty rare today. But if I were to look at a cross-section of any businesses from any industry I would feel very safe in betting large sums of money that the customer service of those companies is merely mediocre.

Once in awhile, we experience really good service. When we get that we are delighted. We tell our friends about it. We make sure that when we need the same product or service we come back to that same institution.

But what I'm suggesting is that you don't stop there. You don't settle for merely 'good' service. You stop settling for merely having a lot of satisfied customers. In this day and age 'satisfied customers' simply will not do. You must raise your bar and decide that the only kind of clients you are willing to have are "Raving fans".

You want your clients to say "wow". And, while this little section, could become an 800 page book and still not scratch the surface of what's possible -- here's the shorthand: you must leave them feeling better than they did before the transaction. Much better.

C) **A Powerful Marketing Strategy**: to the extent that you've developed outstanding products and legendary service you will need to also create a powerful marketing strategy. I can't tell you how many people I know who bemoan the fact that they have a superior product and superior service and
yet are barely making enough money to scrape by.

There is the old adage that the man who builds a superior mousetrap will have the world beat a path to his door -- that is not true. In Latin, there is a phrase -- "erase ipsa locator" that translates to "the thing speaks for itself ." That is not true. The world is overflowing with examples of superior products and services that sell poorly. Just ask a Mac user.

Remember: Outstanding businesses start with the intention of solving someone's problem -- not just a great idea for a product or service that they hope someone will find useful.

And remember: people want to make the world a better place.

They want it left in a better state for their children.

People want to do good.

We all want to do the right thing.

Your job, as a social entrepreneur is to show them how. To help them meet their needs in the least harmful way possible. To give them an alternative that is easier, more convenient, more ethical and more sustainable. Your job is to help people create a result in their life with a triple bottom line approach -- a way that honours people, profit and the planet.

You aren't just there to sell a product -- you're there to, somehow, enhance their lives.

Always remember that the very heart of your business strategy is to help your ideal clients get a solution to their problems. Not to sell your product or service -- your products and services are simply the best ways you've found so far to relieve their pain. There's no rules on how to do this. There's no rules on how to serve your clients -- you just do whatever it takes.

One of the biggest blunders most business people make is to think only within the confines of their own industry. They never ask, "how do other people do it? What could I do that no one else in my industry is doing that would serve my customer?"

I remember a moment that came when I was working with one of my clients who manufactured candles. I asked him, "what are your clients' biggest problems?"

He thought about it for a moment and said, "Well I guess that would have to be foot traffic, and cash flow." He sold his candles through recent retail store outlets. That I asked him, "How could you help your clients solve those problems?"

He pondered for a while and came up with ideas like cutting the shipping time, offering better guarantees -- basically everything that his competition was also doing. So I said to him, "All of those ideas are great. I'm wondering if there's anything else that you can think I that maybe no one else in your industry is doing."

He really couldn't.

So finally, I put the situation to him like this, "imagine that you have one of your clients alone with you in a room for 24 hours. If you can't help that customer to increase their cash flow in the foot traffic in their store, I'll kidnap your family and you'll never see them again?" He said, "Oh, well I guess I would sit them down and start trying to figure out the numbers of their business, what the sales figures were, what current marketing strategies they are using and how they could improve those."

"That's great," I said. "And do you think that you could find someone who does business coaching and focuses specifically on the retail industry -- and then get that person to do a conference call for all of your clients? Do think that they might appreciate getting that kind of direct feedback on how to grow the business? In fact, whenever someone becomes a client, in their first order of candles couldn't you basically send them a series of books and audio tapes on ways that they can become more successful as a business?"

He had never thought of that.

Most of us are really inertia prone and we want someone else to do it for us. The same is true...
of your clients. You can explain it all and lay it all out and they will probably still not do it – so you never need to worry about “giving it all away” – they’ll still want you.

**Tactics of Pre-Eminence:**

1) Assume the risk: use risk reversals and better than risk-free guarantees

2) Acknowledge and release the pressure. Buy and use - Ari Galper’s “Unlock the Game” materials: [www.unlockthegame.com](http://www.unlockthegame.com)

3) Demonstrate that you see your role as being their defender and ombudsman. You are taking responsibility for their well being in partnership with them

4) Don’t let them buy too little or too much

5) Be in touch often and add value each and every time. Don’t just send them solicitations. Send them valuable information, materials, ideas or perspectives that will help them achieve the results they most want in life.

6) Focus entirely on *their* needs and *their* problems not on your own. Notice how much of your worry is about you and how much of your worry is about your clients. Define exactly what specific solutions and results they are after and work on articulating their pain until you can do it better than they can, until you can put words to those most ambiguous discomforts they’ve had for years.

7) Develop strategies to consistently meet their emotional needs at the highest level.

8) Shift from trying to “close people hard” to “opening up possibilities for people and making them irresistible proposals and offers”

9) Commit to giving your clients much more than you expect in return from them.

**Principle 3: Become A Trusted Advisor – Not Just an Authority**

People don’t want information. They want guidance.

They don’t want to have to read through hundreds of pages of books and e-books. They don’t want to have to listen to hours of downloadable audios. They don’t want to sit through a weekend seminar. They want someone to give them insight into their own situations. They want you to hold their hand. They want personalized, customized advice.

Always remember this: People don’t want information. They want guidance.

In ancient Greece there were two orators -- one named Cicero and one named Demosthenes. Both were brilliant in their public speaking abilities in their ability to move people emotionally. However, there was a difference. When Cicero would finish speaking, the crowds would always give him a standing ovation and say, “what a speech!” But when Demosthenes would finish speaking, the crowds would stand up and say, “Let us March!”

One made people feel good, and one made people want to act.

When you’re an authority you’re like Cicero – you can give great speeches, you’re very brilliant – you know your stuff – people admire you – you get lauded to the sky – and no one does anything. That’s called ‘being an authority’. Then, there’s being a trusted advisor – when you’re like Demosthenes. It’s predicated on the idea that your message has no value unless it has impact on those you share it with. When you are a trusted advisor – when you have incredible empathy and deep trust – people move – they march.

At its core the principles of preeminence are about creating a shift in identity.

Read that sentence again. These principles, while actionable, are ultimately less about what you do and more about who you are.

“*The most powerful force in the human personality is the need to remain consistent with our identity -- how we define ourselves.*”

-- Anthony Robbins
There is no factor, more compelling, powerful or foundational to your success as a business person that how you define yourself -- than what you put after the words, "I am..."

Most entrepreneurs have in identity for themselves that is too small, narrow, constricting and, downright disempowering. You probably do to. Most people in business see themselves as a salesperson, a marketer, an entrepreneur, a mechanic, a doctor etc. Most people identify themselves in a very shallow way.

To illustrate the power identity holds in how others see you - imagine that you have a friend who you know to be a good person who you

know to be a good person with high integrity. This person is someone who is as honest as the day is long and would never do anything to hurt anybody. One day this person snaps at you -- says something really vicious. Certainly, in that moment, you will feel hurt. But the next day, you'll probably reflect on and think, "that's so unlike. She must have been having a really bad day."

Now, imagine that there's another person you know who it is manipulative, spineless, deceitful and would take advantage of anybody given half a chance. Then one day this person comes up to you and does something really nice - what is the first question that is going to fire off in your brain? That's right -- "What do they want?"

The way you define others completely controls how you react to them regardless of what they do.

More importantly, the way that you define yourself sets the bar on what you are willing to do, the standards you hold for yourself, the level of depth at while you let yourself to care for other people, what you think is appropriate to believe, what you think is possible -- every meaningful decision that you make will ultimately be filtered through your identity -- who you believe you are.

When you truly embody these principles, you stop defining yourself as merely a salesperson or a retail store owner -- you start thinking of yourself as the advocate, shield, ombudsman, defender, fiduciary and protector of your clients.

You see that you have a higher causal purpose in their life -- you aren't just there to sell them your products and services you are there to offer them shelter and protection. You are a healer -- you are there to help remove pain from their life. And coming from that place you owe it to yourself and to your clients to get them to take action. To elegantly and powerfully help them move beyond procrastination.

When you start coming from this place you don't want it on your conscience that they were not at least clearly and empathically informed about the impacts of their decisions because you know that if they don't act the loser will be them not you.1

Again, these leading businesses saw themselves as their client's champion, their ombudsman, their defender, and their shield.

These days, virtually everyone in business says, "we're here to serve you." It has become trite and trivial to say that. But as you embody these principles you find yourself coming from a different place. You find yourself grounded in, and moving from, the place of "we're here to lead you -- we have an opinion about how you should go about this and we are ready to stand up and be counted for that."

When you are truly a preeminent adviser, you become more demanding of your clients -- more stringent. You might even get a bit indignant with them if they don't want to move. This doesn't mean you become pushy -- just that you become very honest. This doesn't mean you become rigid and inflexible -- just the opposite. It means that you start caring about them at such a high level that you refuse to let them make a foolish mistake, without your expert advice. You finally come to terms with the fact that, in this area, you have more expertise and knowledge than they do. You don't let your clients off the hook as easy as you used to.

You become more secure in yourself. You no longer need your clients to always 'like' you or feel comfortable with you. Your sense of worth and significance is no longer dependent on them. Because of that you are able to be refreshingly candid and blunt. You feel grounded enough to make statements you know might - at first - sound controversial.

This doesn't mean you become argumentative. Elegance and graciousness are still called for but you are now unhooked from the fear that they'll see you as "pushy". You've gotten over yourself enough to really put their well being and safety above your insecurity that they might disagree with your opinion.
Again, this doesn't mean you force our manipulate them it just means that you always give them your best reasoned argument, you state your position clearly and compellingly until you are sure that they understand the consequences of their decisions.

Your job is not just to tell the horse about water, but also to lead the horse to it. Your job is not just to give people a tactical piece of information – your job is to paint for them a greater possibility for their life than they have ever imagined and to help them move, step by step, towards it – to tell them what to do, why to do it and exactly how to do it. But then, and this is critical – you don’t leave.

You stay to cheer on, encourage and support them in taking action, in creating a potentially frightening change, in stepping out of their comfort zone. Your job is to support people in doing more for themselves and the world than they normally would. Your job is to help them move beyond their fears into action – not to win awards for your presentations.

You want clients saying, “Wow. I never thought of it that way. That makes so much sense. I must do that.” And then you want them to act.

You need to think of yourself as The Great Reassurer*. So many people don’t take action just because they’re scared, they’re insecure, they don’t want to look dumb and be called names. They don’t want to appear foolish. They want to seem like they’ve got it all together. You can show someone a massive benefit and they won’t move towards it if they fear it might embarrass them. Stop fighting it. Accept it. It’s just the human condition. People desperately want to feel good about their decisions and actions.

It’s very important to be caring and empathetic.

But… it’s not enough.

*If you truly want to implement the Strategy of Preeminence you must also become a trusted advisor.

You must position yourself as a powerful, consultative force to be reckoned with – you must sell leadership in the industry - not just your product or service.

If all you sell is your product or service the best that you’ll ever be is a great salesperson. And even if you win that rat race – you’re still a rat. You might even become a legendary salesperson – but in the mind of your prospect you are still just ‘a salesperson’. You must do whatever it takes to break that pattern of association.

You must totally fixate on their needs, not your own. Do you really think that your clients care about your intentions to help them? You think they care about your cash flow problems? You really think that they care about how hard it is for you to be in business? It can be hard medicine to swallow but the truth is ‘no’. They are buying a result, they are buying relief from suffering, they are buying a solution to a problem.

Your entire career will forever shift when you get that simple fact.

Your entire career will shift when they see you as someone who’s working even harder than they are to come up with solutions to their problems. When they see you as someone who can articulate their pain even better than they can. Your career will forever stagnate when they see you as a ‘salesperson’. And, for that matter, as long as you see yourself as a salesperson.

These businesses realized that there was a big difference between just "giving information" and giving expert consultative advice. Anyone can give information, but it takes an a trusted advisor, preeminent expert to say not only here’s what you should do, but here’s why you should do it, here’s how and here are the facts to back that up.

People want clarity and a sense of control. Most people feel out of control in their lives. They feel that their lives are being directed completely at the whim of external forces. Most people feel scared. Most people have honestly resigned themselves to how their life is right now. They really don’t think that it’s going to get much better than it is. After all, they’ve tried before – and been let down. They’ve learned not to get their hopes up too high.

Most people have settled.

Most people are sitting in the very uncomfortable place of “No Man’s Land.” No Man’s Land is the place where it hurts enough to complain about it but not enough to do anything. No Man’s Land is that place where, when you go to sleep at night, you know that you are not even coming close to tapping your potential and yet do not feel enough pain to change anything.


These pre-eminent businesses saw that most people are desperately seeking to be led.
This does not mean people are seeking to be controlled, manipulated etc. But most people are desperately looking for someone who can look for straight in the eye and reassure them that not only are there other better possibilities in the world – but that they can have and enjoy those possibilities.

Again, this requires your capacity to both identify and educate your clients – skilfully and powerfully - as to the truth about the following seven things. That:

1. They have a problem
2. It can be solved
3. It must be solved
4. It must be solved now
5. YOU can solve it
6. You can solve it better
7. You just solved their problem

**Measure Twice, Cut Once: The Carpenters Rule of A Good Diagnosis**

The preeminent advisor is like a good doctor. A good doctor understands a few things. First that M.D. does not stand for Medical Deity. They don't see themselves as the All-Knowing dispensers of wisdom to the peons they must treat. They see themselves as partners in a healing process. They also understand the importance of an accurate diagnosis. They know that even a slight shift in the diagnosis can mean something radically different for the treatment. They know that it is well worth it to spend the bulk of time on getting a clear sense of the situation.

They know that most people have no idea what their illness is about.

In fact, and this is important: most people are confused. Most people feel lost in the wilderness. Their lives don't make sense to them deep down. They're doing all of the things that they were told to do to be happy, healthy and wealthy (note: I define wealth as sufficiency not over-abundance) – but it isn't working. "If I'm doing everything right," they ask. "Why isn't it working?" The diagnosis they received makes no sense to them in the real life.

*All through school and university I had been given maps of life and knowledge on which there was hardly a trace of many of the things that I most cared about and that seemed to me to be of the greatest possible importance to the conduct of my life. I remember that for many years my perplexity had been complete; and no interpreter had come along to help me. It remained complete until I ceased to suspect the sanity of my perceptions and began, instead, to suspect the soundness of the maps." – EF Schumacher

The greatest gift you can give someone is an accurate map. A map that lets them know where they really are and how they got there – and how to get to where they want to go by the best, fastest and/or most enjoyable route possible.

It's like people are in New York, but they were given a map of Chicago. Sure they find some of the same street names, or school names (every city has a George Washington High right?) but . . . they're almost all in the wrong place. Nothing lines up. The diagnosis they have received for their entire life is: "try harder" but they just get lost faster. Then people tell them "Think positive!" Now they're lost but they don't care. This confusion will continue until a precise point is reached. And what is that point? The point at which they cease "to suspect the sanity of [their] perceptions and began, instead, to suspect the soundness of the maps." The point at which they realize the diagnosis – and not their efforts - was flawed.

If you can offer them a better map, one that actually matches where they are – where the streets all line up they will be grateful to you forever. It's like you release them from a deep sleep. You free them from helplessness. Do not underestimate the potency of this gift. Most people do not understand the source of their pain or confusion. Just the understanding of the source is liberating. "Oh!" they gasp. "So that's why I've been so miserable, sick or poor!"

Imagine the relief of a person who finally understands:

- that lousy tired feeling was the result of an allergy to wheat or dairy products (they stop eating them and their energy quadruples)
- the student who is finally told that they can home school instead of attending classes and still get into university and that it is indeed normal to hate schooling. Relief and a way out.
- A husband who reads a book like "Men Are From Mars, Women Are From Venus" finally realizes how his wife (and most women) communicates.
- An entrepreneur who is shown the secrets of incredible marketing and finally understands what they've been doing wrong.

So, there's three steps here:

1) Helping them understand that "It doesn't have to be this way."
2) Giving them a map that explains where they are clearly and accurately
3) Inspiring them with un-thought of (or secretly thought of) visions of possibility.

Symptoms and Signs

They also understand what a good doctor understands: the difference between symptoms and signs. The symptom is what the patient notices (e.g. headache, dizziness, rashes) the signs are what the doctor is able (because of her years of training) to see (e.g. blood tests, urine samples, misaligned spine, weak pulse etc)

The doctor's job is then to enlighten the patient on the signs they see to clarify precisely what is happening in the body – and then to engage the patient in a solution focused dialogue about the best way to handle it.

The truth is that there's very little we can control in life. Being a trusted advisor does not mean living a fear-based life and trying to help people 'control' their lives. In the final analysis, none of us are in control. You can't help people control their lives. That can be a tough one to get over and let go. But, what you can do, is help people realize how much influence they have and then help them grow that circle of influence. You can help people understand, more fully appreciate and dimensionalize the level of profound influence that they have over the direction, results and enjoyment of their life.

Most people overestimate their capacity to control their life and massively underestimate their ability to influence it. Life gives no guarantees – just patterns and probabilities.

Get used to it.

Ultimately, this comes down to caring about your clients so much -- loving them so much -- that you would never, ever give them advice that would put them at risk. It means mastering your craft to such a degree that they know that when you give them a piece of advice you are only giving them the tip of the iceberg. It means that you give your advice powerfully – and yet conservatively.

You don't go on wild flights of fancy with their resources of time, money and energy. It means that you respect and revere their trust in you to such a degree that you would never ever do anything to abuse it.

What this also comes down to do is that you stop competing. Meaning, in your own head, you stop comparing yourself to all those other people who consider themselves your competitors. It means that you stop comparing yourselves on the same playing field. You stop using the same criteria. Instead of saying, "Well, we're basically the same as those people but we do have this one unique thing." You say, "We are in such a different arena from them – we hardly do the same thing." And you mean it.

Again, the second they say "Wow. He is much better than most salespeople" you are in trouble. Because they have just compared you to a salesperson. And that is not a favorable comparison.

Why?

Consider this: Most salespeople are high-pressure, unskilled and, at the end of the day, they're just punching in time at a nine to five job. They do not truly care about and revere their clients. In fact, they don't even call them 'clients'. They call them 'customers'.

Because these businesses saw that people wanted clarity and a sense of control – they held it as their job to give their clients perspectives and a point a view that they could trust. The client needed to be able to hang their hat on everything they said.

And if you look up the word 'customer' in the dictionary, the essence of it is "someone who buys a product or service". A client on the other hand is very different. A client, in essence, is "someone under the care, custody or protection of someone".
You are their shield. You are their protector. You are not a salesperson.

The minute you are compared with the other companies in the industry you are in trouble because most of the other companies in your industry really don't give as much a damn as you do.

Think about it.

You are a prime resource professional. An expert in your industry. You must become and position yourself as the only viable solution to a problem they may never have even verbalized. As a prime resource in your industry you become sought out not just for advice about your product or service but about all the other products and services that deal with the same problem.

For example, if you are a magician you don't want to simply position yourself as "the best magician" but as an expert -- as their solution in the entertainment industry. Meaning that -- whenever they need an entertainer for any performance, gathering, tradeshow or banquet that they will call you and ask for your professional opinion. They don't just call to ask you about your opinion on other magician's -- they call you when they're hiring a band, a hypnotist, a juggler etc.

Your role is to help them understand and appreciate the full dimension of possibilities available to them. And once they appreciate that, to help them understand and appreciate exactly and specifically what is blocking them from achieving that. Your job is to care about and love them so much that you help them verbalize and fully 'get' the finest and deepest dreams and highest aspirations for what they want from their life and their business.

And then to hold and stand as that possibility.

Meaning that -- most of them, when they think about their big huge lofty dreams (which many of them don't even allow themselves the gift of thinking about) -- really, in their heart of hearts, they do not believe it's possible to achieve that. Your job -- your charge -- is to look them in the eye and say that it is possible -- and to mean it with all of your heart. Even if they never do business with you, even if money never changes hands, if they leave your presence with more of a belief in what is possible in their lives, you have given them a powerful tremendous gift.

When was the last time that you experienced truly legendary service? It's so rare that when it happens we stop in our tracks and we tell all of our friends about it. When we see truly legendary service, it is as if we were seeing a dinosaur that we thought had been extinct for millions and millions of years.

Everybody, and this includes your clients, wants to be seen as unique, distinctive, special and needed. They don't want to be just one of the mainstream pack. Your role is to see that in them, appreciate it and commit to serving them.

Your role is to help them take the 'next step' -- Whatever that is for them.

You also give them a sense of the big picture -- connect the dots for them so they know where they're going -- and then make the next steps logical easy and obvious.

You have a moral obligation to never sell them less quality, less amounts, less often than they need for their best interest. Not your best interest. This is critical. When you truly adopt these Principles of Preeminence you stop looking at your quotas and you start looking at their quotas.

And, as a trusted adviser, you tell it to them like it is.

You must become a trusted friend and advisor. Your job is to educate them. You are selling a point of view not a "product".

Once again, this doesn't mean you try to control or dominate them but it means that you need to ensure that they are at least educated as to what the highest possible outcome - that whether they use your products and services to achieve that result or not.

Most people have never asked "how high is high?" Most people have no idea the level of results that they could get in their life. They have a nagging hope that their life could be better but no one has ever sat them down and said "I know what you want to get and I can show you a way to not only get that but get ten times more and here's the step-by-step approach that is logical and easy."
Your role is to help them get in touch with what they truly, honestly want and then to firmly, lovingly, a trusted advisorly give them your expert advice on how they should best go about that. Your job is not to determine what they want but to help them achieve what they want – to help them produce a specific result. So your presence in their life isn’t sporadic. It isn’t once in a while – you’re in it for the long haul – always helping them advance – always helping them move closer to where they want to go.

So, break things down into simple, baby steps that people can take.

In other words: They’re starting somewhere – and they’re going somewhere.

Remember the story of Cicero vs. Demosthenes. Actions not accolades.

**Remember: people want a result.** They really don’t care how they get it (usually as long as it’s ethical and serves the greater good). You need to tell them what you’re going to do for them and why you’re going to do it, but they really aren’t as interested in how (except as a means of creating certainty that there is a plan, this is a proven approach, it is logical and makes sense etc). But, basically, they just want relief. They want a better ROI. They want to sleep better at night.

The essence of creating your credibility and earning their respect is how well, how a trusted advisorly – and empathically – you can convey/illustrate/demonstrate to them why and how your process will better their lives and get them what they truly deeply want – better than anyone else.

They don’t obsess about the technique of how you do it – and neither should you. If the concept/proposition is right your copy writing skills can be atrocious and it’ll still sell, but a bad concept won’t transcend good copy. If your basic strategy is right you can do it ass backwards and still win. ‘What’ and ‘Why’ are more important than ‘how’.

Sometimes just by giving someone clarity – by helping them get crystal clear on what they want and why they want it – by removing the fog of confusion – you help them feel certain and in control again. And people are desperate for that. Just by helping people diagnose the exact illness, challenge or roadblock in their way can lead to massive feelings of relief.

Remember always that “show me” is more powerful than “tell me”. Don’t just sell them a product or a service and leave them hanging – rather demonstrate it from multiple angles, help them appreciate it from diverse perspectives. Your goal is for them to get the fullest benefit from it. Your job is to help them optimize what they get from you.

It’s the difference between standing on stage and lecturing versus a more engaging and interactive format where maybe you lecture a bit, show a movie clip, “hot seat” someone in front of the group, have them discuss it in small groups, have people share what they pulled out of it, do an exercise to immediately apply it. It’s telling them about your vacuum vs. pouring dirt onto their carpet and cleaning it in front of them. Or better yet – having them clean it.

You could give them your “definitive answer” but your goal is to help them arrive at their own conclusion. To give them the info they need – to ask the tough questions and support them in consummating it, in gestating it, giving birth to it and raising it – to own it as theirs. If you say it, they’ll question it. If they say it, it’s true.

You aren’t there to stand in the spotlight – but to be the spotlight that shines on them. You help illumine issues. You help them to see what is happening and how it is happening and then help them make powerful and clear, life affirming choices with that information.

You never draw the conclusion yourself. You help them draw it.

Your role and expertise is not to dole out answers but to help them see things from a new angle, point out things they were ignoring, expertly guide them through the lay of the land to places in their lives they’ve never yet visited. You point out the gaps. You help them identify problems while they’re small. You point out resources. You shine light on “what is so”.

An important question to ask yourself is “Do I want to be right, or do I want their lives to be better?” Do you want to seem brilliant or help them feel brilliant? Is your focus on your own self-aggrandizement or on serving them?

Some people, who are very brilliant, simply want to tell people, “Do this – it’s what you need – trust me.” And have people move. They don’t want to be burdened by telling the story of how they arrived
at that conclusion. If you think that it’s an intellectual battle of “you vs. your clients” it’s all over.

You can’t just shove the facts down their throats.

You need to walk them, step by logical step, empathically and socratically down the path — reassuring them along the way.

Here are two facts:

1) People need to agree with any claim you make or you’ve lost them.
2) Most people can’t agree with most claims until they’ve had some time to think it through.

Isn’t that true in your experience?

If you try to simply say to a client “this is the way it is” – they won’t be half as likely to believe and own it as if you were to give them the following eight things:

1) The basis for it
2) The implications of it
3) Examples of why it’s true
4) The alternative
5) How it would work in their life
6) How it’s worked in your life
7) The cost of not doing it
8) A story they can relate to

Four Levels of Advising

1. **Informational**: this is the lowest level of advising. At this level you basically dole out facts and figures. You don’t insert your opinion anywhere, you simply say, here’s the information, decide for yourself.

2. **Advice**: another approach is to give advice. This is not to be mistaken for being a true advisor. At this level, the adviser, simply says, “I think you should do _______” but does not give any rationale or reason as to why they think that is the best approach.

3. **Guidance**: at this level, the advisor says not only what they think that their clients to do but also gives a small amount of background reasoning as to why.

4. **Pre-eminent Guidance**: there are several things to distinguish Preeminent Guidance, from simply giving information advice or a basic level of direction. First of all there is a deep recognition that the client is ultimately going somewhere. There is an understanding that the client has somewhere that they would like to be. And, even more, the adviser has a vision for the client -- in a nutshell that vision can be summed up as "problem-free".

They hold a vision of the client with all of the problems they are currently facing resolved. They hold a vision of the client as happy, healthy, stress free and deeply fulfilled with their life. They see their role as one of deeply understanding the current situation of the client and then ethically, a trusted advisory and empathically guiding their client step by step towards that vision.

At this level of guidance did not merely dole out information or advice, but they say, “I think you should do this, for the following reasons and here’s all of the facts, and proof of what I’m saying. But, it's ultimately your choice."

As a preeminent advisor, your role is to help them understand 4 things (and to “connect the dots” between them):

1. Where they are – what assets exist within them and around them?
2. Where they’re going – what do they want and why do they want it?
3. The full of range of options on how to get there.
4. Your best a trusted advisor opinion on which option they should take and why and what the steps are.

Don’t skip to the third step too soon. And don’t just give them the advice out of the desire to feel brilliant or significant. Rather help guide them to a feeling of clarity about the first three. Most people are totally disempowered to act because they only have the vaguest sense of where they are and where they’re going.
Most people’s lives and businesses resemble a road trip. They thought, “This will be fun!” but had no idea how to prepare and, at any given point, they either know where they’ve headed but have no idea where they are or they know where they are but can’t decide amongst themselves where they’re headed. It’s like they didn’t pack a map.

Your job isn’t to plan the road trip but to sit them down and say “Look, here’s where you are on the map, here’s how many supplies, how much food etc, you have in the car, and here’s all the options of places that sound like places you’d like to go.” Then, once they decide which place, you help them plan the trip. People are silently thinking, “I don’t know what to do.” In many cases, if people simply knew better they would do better. But they don’t want to admit what they don’t know because then they would feel stupid, embarrassed and ashamed.

You must never, ever do anything to make your clients or prospects feel stupid. Because they’re not.

People are silently begging to be led – not dominated, but led. Guided.

In their heart of hearts, most people are longing for someone who shares their views, their feelings, truly wants for them what they want for themselves and wants to serve their best interest. They want someone to point them in the right direction.

Imagine a parent wanting to talk to their children about some very important topic like sex or drugs. Does the parent know more than them? Quite likely. Does the parent want to simply dole out information and statistics? Do they want to give trite advice? Or is their outcome to have a measurable lifelong impact that is positive and empowering? So, wouldn’t they think it through? Wouldn’t they wonder, “How do I get through to my child so it has impact?” What value is the conversation if there’s no impact?

It’s the difference between talking to your children, about how drugs are bad and actually taking them to the inner city, where they can see people strung out on drugs, smell the stink of urine wherever they go, and feel the fear they feel being in neighborhoods like that.

I remember a friend of mine telling me how his father had cured him of his fear of punks. When he’d been a little boy and he saw punks with their Mohawk hairdos and leather jackets studded with metal. The media had taught him that these people were all violent and that he should be afraid of them. One day, he and his father were walking down the street and he saw about half a dozen punks sitting on the stairwell. Immediately, he grabbed onto his dad and hid from them. His father asked him what was wrong. My friend, Oliver, pointed to the punks. “Don’t go near them daddy. They’ll beat you up.”

His father looked down at them and said, “Oliver, but they’re not going to beat anybody up.” Oliver shook his head and stayed hidden, “Yes, they will!” With that his father picked him up and marched them over to the punks. Oliver was terrified. When they reach the punks, his father said, “excuse me, gentlemen, my son is afraid that if I come over here and talk to you that you will beat me up.” The punks were a bit taken aback and then started smiling, and over the next 15 minutes they played with Oliver and made him feel wonderful about himself. Ever since that day, Oliver was never afraid of punks again.

The question is not “how do you deliver information?” but “how do you achieve the impact you want to have?”

Does the wise parent condescend? No. Neither should you – but you need to own the fact that, in certain arenas, like a Shirpa in the Himalayas, you may know much more than they do.

Be a trusted advisor, not just an authority.

The Caveat of All Caveats:

Druids took up to 20 years of apprenticeship and studying before they practiced formally. They were expected to memorize incredible lineages, hundreds of poems, stories and pieces of wisdom. They were to become familiar with the law, astronomy and much more. The word of a senior Bard of Druid carried as much weight as a Kings.

How much time have you invested in mastering your craft?

This principle only works to the extent that you have. You can’t expect to truly be a trusted advisor without expertise, without hard-won wisdom. But you can pretend to be an expert. You can cloak yourself in pretensions of knowledge and “authority”. My advice?
Don’t.

Pretension costs you and it costs the person you’re serving. It fills you with fear that people will discover you for the fraud you are. And it puts them at risk of being harmed as a result of your bad advice – your malpractice. Take your role seriously.

A Hawai’ian grand Kahuna once told me that the elders would do ceremony before a new baby was born and they would see its gifts and talents and would name it according to that, “it’s the job of an elder to know.” And he didn’t mean it was something they “had to do” or something that they were inherently gifted with due to their age. Not that kind of job – it was their role, their duty to fulfill – it asked a great deal of them and they took it on in service to the new life coming into the world and in service to the tribe.

When people see you as a trusted advisor, they breathe a sigh of relief. Their defenses go down and they open themselves to your wisdom. To assume leadership before you are ready is to put others in danger. Every position carries a promise. The position of trusted advisor carries with it the promise that, “I will do everything in my power to keep you safe.” This is a big responsibility.

In one of Guy Gavriel Kay’s books, he writes of physicians in times of Sumerian antiquity who would, when faced with an illness have the choice to take on the healing of it, and thus bind their fates with the patients (if the patient died so would they be put to death) or to say, “with this illness I will not contend”.

The core of the Hippocratic oath? “Do no harm.”

You cannot feign pre-eminence for long – you can only grow into it. You could try to pretend . . .

. . . but don’t.

**Tactics of Pre-Eminence:**

- Become an expert in not only your business but your industry.
- Being a host of a community (e.g. coachville.com) be a host to your entire industry not just your clients.
- Shift your language from “customers” to “clients”.
- Use the words “I don’t know,” more often. Stop pretending you know the answer when you don’t. People will come to trust you more.
- Tell people when you’re guessing. Tell them when you’re extremely certain and when you’re only slightly certain. Then people will come to trust you when you speak with certainty. Don’t try to seem wise in all areas, all the time.

- Clarify what they have every right to expect from you (should you take them on as a client.)
- Clarify what you expect from them before you will accept them as a client.

They saw it as their role to represent hopefulness.

You can’t do it for them.

It serves neither yourself nor them to try. You’re commitment to them will never be as strong as their commitment to themselves. Your role is simply to share what you have with people who are open to more. But if someone is fundamentally comfortable with their current situation -- they'll never use it. Your job is to help them open to more, greater and deeper possibilities in their life; to help them see all the places they’re settling.

And, perhaps that is the true core of the Principles of Preeminence: coming from a place of sufficiency not scarcity. Coming from a place of interdependence not dependence. Coming for a place where you are there to give not to take. Coming from a place of being of service not being selfish. It’s about saying “here’s where your life could be, this is how good it could be” and giving them your heartfelt plea to them to let you guide them to it.

For many of us, this is already a natural instinct. When you know all the good things that are possible it breaks your heart to see what people are settling for.

For example: if you’re a chiropractor and you know how incredibly simple and easy it is for people to live a life that is pain-free -- a life free of lower back pain, a life free of chronic headaches and fatigue -- it becomes so heartbreaking to walk down the street and see people shuffling and limping and constantly readjusting themselves when they sit because they are in so much pain.

If you are selling water filtration systems: and you know the importance of having at least eight glasses of pure water in your body every day and you see people drinking litres and litres of soda, pop, beer, alcohol and various other toxic poisons every single day (and then, when they do drink water, drinking it from a tap that is also probably loaded with various toxic substances), when you realize the most people may never have experienced a life is like drinking only pure water -- it breaks your heart.

If you are making clothing from all natural fibers and paying the people make them a living wage and you see everyone walking around wearing clothing made from pesticide laden cotton sewn together with the tiny hands of sweatshop labor in a foreign country who are being paid a pittance for their time so we can get that shirt for a dollar cheaper -- when you realize the burden that people are putting on their own conscience by being complicit in the atrocities around the world that are being committed so we can be “fashionable”; when you realize that at some unconscious level people must be feeling the pangs of guilt for their consumer decisions -- you don’t want people to live like that. You know that there’s a better way and you want everyone else to see that.

The Principles of Preeminence; at their core, are not about getting more sales or increasing your revenue. Having said that -- if you truly apply and embody of it is almost inevitable that your sales and financial figures will massively increase. But it’s not about that. At their core, they are about standing not just for a new possibility but standing as the embodiment of that possibility. You become like a walking affirmation of what is possible. Your entire life becomes like a walking brochure of the vision that you see.

And these principles have various levels.

1) You see yourself as preeminent within your business -- meaning that you stand head and shoulders above all the other salespeople on your team.

2) You see yourself as preeminent within your industry meaning that you believe in your industry so much and what you’re offering that you want to ensure everyone experiences the benefits of it. You stand out from all the other companies offering comparable products and services.

But personally, I think there is a higher and more profound calling to these principles and that is...

3) Being a visionary for a better world. This is a level available only to the
entrepreneurial activist. The social entrepreneur.

Your company, and your industry are only a vehicle through which you are trying to make the world a better, more peaceful, more just and more sustainable place. Your prime commitment is not self-serving. It is not to make more money, or even to make your boss more money — it is to create what Martin Luther King Jr. called "the beloved community".

The Principles of Preeminence truly takes root and holds real power when we commit to creating a world that works for everybody. Because when that is our commitment, when that is our stand, and to the extent that we can internalize that in our heart and embody that in our life — people sense it. People sense that all of our passion and zeal is not about "getting the sale". It's not even about expanding our industry. It's truly about creating a transformation of the quality of life on Earth for everybody. And prospects relax their defenses — they know you're not a “salesperson”.

The core of the Principles of Preeminence says -- "Wake up! Stop settling for the life that you're living. Stop settling for the way that the world is. It doesn't have to be this way. It can be better than this. It must be better than this." The Strategy of Preeminence, at its deepest level, is a refusal to pass on to our children a world that is the same as it is today — it's a refusal to let it get worse. It's a repudiation of the status quo — A refusal to be 'normal'. As folksinger Bruce Cockburn says, “The trouble with normal is it always gets worse.”

At the core what we're talking about is not selling people on your product or industry but recruiting them into a vision of a higher possibility for where this world could go. It’s recruiting them into a vision for a better world and showing them a powerful part that they can play in it. It's recruiting them with a higher vision about the possibilities of their life and enlisting them to participate in their own rescue.

When executed properly, the Principles of Preeminence reset the buying criteria in the prospect mind. Meaning that it changes, specifies and quantifies what they expect — not just from you — but from anyone in your industry. It raises the bar of quality they're willing to accept.

And then giving them a specific way forward.

Consider the following two examples:

- A dentist in Australia, who, before he accepts a client makes sure he explicitly communicates to them what they have every right to expect from him. He tells them that they will never be made to wait for more than two minutes when they come for their appointment. He tells them that they will never experience even the slightest physical discomfort. He tells them that they should expect to receive the highest quality dental care in the country. He tells them that they will receive the same quality and caring that he would give them a member of his own family.

- Or a hair salon, who tells you that, as opposed to 99% of the hair salons out there, they book appointments in one hour long sessions -- not 30 minute sessions. They tell you that you deserve to be pampered. The tell you that they start off all of their care appointments with a 10 minute mineral oil scalp rub and that their stylists are kind but opinionated. They will refuse to let you walk out of the salon looking anything but your best.

In your business, YOU must strive to show people where they have been "settling". They have come to accept something that is so much less powerful, results producing comfortable and fulfilling than they deserve. It is about getting people to revere themselves -- and their time, their money in their possibilities -- at an entirely new level. And once people truly appreciate that, it is your job to educate them that it is possible to receive a much higher quality of service and results than they have received in the past.

It helps them to fully appreciate what is possible, what they should ask of anyone who is selling a similar product or service and what the only answers they should expect are. The implicit or explicit message here is: “ask other companies this question and if they don’t give you the following answer, don’t buy.”

You must commit to be about something bigger than the success of your business, the success of your industry or even the economy -- be about the healing of the world it will give you the most powerful currency: Credibility.

Your role is to help people take their blinders off. To help them fully appreciate what is possible for them. To help them understand how much more — of what they currently want – is available to them –

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and that it’s possible to achieve it in a simple, ethical, and more sustainable and humane way; that it is possible to get these results and feel great about the process. That they can live their dreams without selling their soul. That they can have a wonderful lifestyle without sacrificing their life.

You are about a higher purpose. Something that’s more than your financial enrichment. It includes that but is more than that. It’s about a greater vision for your community, your nation – the world. It’s mission driven. It’s about creating a better world.

Your first step is to help them fully embrace a vision worthy of them. Most people are hung up on the fear that they’re not worthy of their goals – when the real question is – are their goals worthy of them?

Your presence in their life should inspire and challenge them to think bigger, feel more deeply, question more, appreciate more – to live their lives more fully and experience the beauty and wonder of it all, to see a grand possibility for their life and help them to believe it’s possible.

Your job is to affirm possibility.

Your role is to be a walking, breathing affirmation that “Yes! It’s possible! Go for it! Take a chance. Carpe diem.” Sometimes they’ll want to give up out of fear or discouragement but your role is to bring back hope – to not take their fears so seriously.

Your job is to see their greatness. To see their full human magnificence and love it all. You don’t react or speak to their pettiness or hurt – you speak to their innocence and beauty. You don’t speak to their wounds but to the force of life inside of them that heals all wounds. More importantly you speak from that place in yourself. Where you speak from you speak to. Sound esoteric?

It is and it isn’t.

Remember, most people are basically “comfortable” – they’ve settled – they don’t want to rock the boat. They are – in other words – afraid. If your product represents a risk or requires them to change something – do you think they’ll act? Let’s be real here.

You think they will hand over their cash? Do you really think they’re going to invest their meager energy in something they don’t think they need to produce a result that they think is impossible?

Think again. Your first job is to help them see how and why their highest vision is possible.

Your whole job is to help them see that:

1. They have a problem
2. It can be solved
3. It must be solved
4. It must be solved now
5. YOU can solve it
6. You can solve it better
7. You just solved their problem

If your focus is on "getting rich" then your focus is on you.

If your focus is on yourself it is highly unlikely you will be rich – and if you do you will not be happy.

To become wealthy (and not lose your soul) you must be of service. But being of service alone isn’t enough. You must do it in a way that deeply respects the value of what you have done, are doing and can do for them. You must respect and revere this first. But if you stop there you won’t be truly wealthy. You must then help others to fully respect and revere the value you have given, are giving and can give to them. The more value they place on it the more meaning it will have to them and the more they will get the highest and best use of it. This is very different from trying to "get rich" or "make money".

But there is still another level, and this is the level that truly unleashes all of your passion, gives you courage to step through fear. This is the level that takes you from being ambitious to being inspired.

It is when you decide to be about something bigger. It’s when you dedicated your life to the greater good. When you really think about the state of the world, the state of our families and communities.

Most people feel bad about “asking for the order” because we feel like we’re standing here and they’re standing there and we’re saying give me the money. That’s called a transaction.
But when you realize the real result you’re giving them, when you’re clear on the problem your service solves – that all changes to what Lynne Twist calls the Tipee Model. It means that you’re standing here, the client is standing there and way above you both is a vision of how it could be - a vision of their life without this problem, a life where their pain is relieved – and you walk over to them, put your arm around their shoulder, look up and say, “Let me help you get there.”

And you invite, you challenge them, to step up and climb the mountain – with or without you. You challenge them to get the outcome.

But it’s bigger than that. If you’re a social entrepreneur – if you’re about something bigger – then you look at them and say, “Let’s help everyone get there.”

The fact that they pay you is just a part of the deal – it’s not some, big, “emotionally charged” thing. The money and payment isn’t the focal point. Their growth, transformation and enrichment is; their stepping out of their box is.

Whether or not you ever say it explicitly, the core of your message needs to be “Don’t be average, decide that you don’t want your life to be just like everybody else’s, because no one wants to feel “average”. People need to feel significant, unique, distinctive, important, special and needed.

In your heart of hearts, you know there’s so much more depth, purpose, meaning and richness to life than you’re currently experiencing – don’t you? Don’t you feel like you’re only tapping a fraction of your potential? Doesn’t a part of you secretly suspect that you were born with some special and vital gift or purpose?

Do you suppose anyone else is any different? Really?

If you can help people simply not feel average – you will have their gratitude for life because it’s so liberating.

“…the whole world is a 3-D movie, and I’ve got the only pair of glasses. Don’t you sort of feel like that a bit? It’s a pretty neat feeling isn’t it?” – Jay Abraham.

But, there is a challenge. When you begin a conversation around new and better possibilities for people, it brings them face-to-face with their current reality. It brings them face-to-face with the quality of life that they are currently settling for. Most people know that more is possible -- which makes it all the more painful to look at the level they have decided to live at.

This will bring up pain for people. So, it’s important to realize the mechanisms that people have for dealing with pain. In fact, these mechanisms are probably what caused them to settle in the first place. Basically, there are...

5 Ways People Avoid Dealing with Pain:

1. Denial: People try to pretend that it’s not there. They pretend that it doesn’t hurt. It’s like the old Aesop’s fable about the Fox trying to get the grapes. He tries to trick the crow into dropping them but, when unsuccessful, walks away saying, “I didn’t want those grapes anyway.” I have heard people describe denial by using it as an acronym for Don’t Even Notice I Am Lying.

People will go to amazing lengths to pretend they don’t have a problem. Whether it’s as extreme as alcoholism, the state of their physical health or the state of their finances. People seem to believe that if they don’t look at the problem it will simply go away. Denial is the ostrich sticking its head in the sand.

2. Sedatives and Numbing Out: They use sedatives of “food”, alcohol, drugs etc. to lower their level of pain. The use of any of these once a while, isn’t the issue. The issue is that people use these as a consistent pattern. But perhaps the worst drug of all is when people tell themselves “it’s okay”. When people have attempted to create a result again and again and failed – they tend to give up.

When people try to handle their finances in countless ways and can’t seem to get it together they will either step up and take another cut the ball or they will step down and deal with their pain by saying, “it’s okay. It’s not really that bad.”

They will reinforce this by hanging around with a peer group that has equally low expectations of life. This peer group will say things like, “Hey, don’t be so hard in yourself. Quit working so hard. Relax once a while.” But the peer group is not really saying these things out of any sense of true caring for the person the
3. **Rationalize And Tell Themselves Stories:** you can hear a rationalization a million miles away. They almost always start with the words “Well it’s not like I...” or “At least I...” (followed by the one strong standard they have).

They’ll say things like, “Sure I smoke once in awhile, but it’s not like I’m one of those people who smokes three packs a day.” Or when looking at their finances, they’ll say, “Sure my finances are a mess but it's not like I’m $100,000 in debt on credit cards.” Or they'll look at their romantic relationships and say, “Sure, it’s not the most fulfilling relationship in the world but it’s not like we’re fighting all the time and hate each other.”

The easiest way to rationalize lowering our standards is to compare ourselves with people who have even lower standards.

4. **Justify:** They give their reasons: “I mean I should do this but...” in whatever comes after that “but” is their “excuse” for not taking action. So, at least they acknowledge that there is a problem, but the way they choose to deal with it is to prove to other people, and themselves, why they can’t do anything about it.

5. **They Use Softeners:** They say, “I’m big boned...” vs. “I’m fat.” They say, “I’m having a few problems with my finances.” As opposed to, “My personal finances are a disaster.” People will use the language that softens the emotional impact -- and so they will never ever connect with the pain that could actually drive them to create the change they want in their lives. Until people face, and ultimately embrace, the pain they are currently experiencing they will never have the energy or motivation to create the level of change they want.

Your job is to get them back to the truth. Your job is to “tell it like it is” and help them get honest with themselves. Of course, it’s important that you do this skillfully and elegantly but you must also do it powerfully.

For example, most business owners are abysmal at marketing. Their efforts are scattered, reactive and ineffective. But they don’t realize it. If I simply tell them “your marketing sucks” they may or may not believe it. I have had to – over the years – create more elegant and compelling ways to help them “get it.” I have spent considerable effort creating self diagnostic tests and, in fact, an entire introductory evening based on them doing a marketing “self assessment”. There is an art to this that, as you master it, will make you rich and your clients much, much happier.

You’ve got to be there to say “Look, more is possible.” And then show them why it’s possible. Reawaken hope. Remember, show don’t tell. Show them how it could be better in their life, in their home, with their financial realities. Your job is to help paint the “sufficiency gap”.

In essence you say, “You’re here. Here is wonderful, beautiful and enough. It’s perfect. Over there is a higher possibility. Something that would expand, add to and deepen the current level of richness in your life. I can help you get there. You’re an acorn – acrons are great and I see within you an oak. Which would you like to be?”

Your role is to help them feel powerful in closing that gap by:

1. **Affirming the Current Sufficiency** – you don’t want them to feel stupid or foolish for where they are or what they’ve done. You want to feel good and clear. You don’t want them to feel poor and impoverished in their current state -- you want them to feel wealthy and grateful. Why?

   People don’t spend money - or take risks - when they feel poor.

   You don’t want them to be caught up in a drama about their suffering but rather their sufficiency. Most people never even start on a dream because they think, “I’m not good enough. I don’t have enough time or money or friends, etc.” Your job is to affirm that they actually have the perfect amount – the exact right amount.

2. **Inviting them to imagine a greater possibility.**

3. **Clearly pointing out the gap between their sufficiency and their vision.** Help them get honest and inspired.

4. **Showing how it could be filled, step by step, with your help.** Many people avoid making a big decision because they don’t want to appear foolish. They need to really “get” that doing

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The Principles of Pre Eminence - Radical Business Intensive - www.tadhargrave.com
business with you will "feel good" and meet their deepest emotional needs.

People are always looking for a better, simpler, easier way to get the results they’re after.

An important shift to make is from a transactional relationship to a transformational relationship in which you are both influenced by each other.

If you are truly a trusted advisor – if you’re truly an expert not only in your product/service but in your industry – then you know much more about it than your client don’t you? So, you often have a much greater and clearer sense of what is possible than they do.

Sometimes, it’s so much easier to see what’s possible for people from the outside. We’ve all had times in our lives, when all of our friends could see what the problem was, but we simply couldn’t see the forest for the trees. When you’re not involved in the problem emotionally, the solution and resolution of that problem is often much easier to see.

And, sometimes, people simply don’t even know about the existence of certain options. Imagine that you have been going to certain restaurant regularly for the past 10 years. Every day you get there, you open up the menu and you order the food on. It’s a bit of a greasy spoon, and all they really have is burgers and fries. But, it’s really close to where you work and it’s cheap. Then one day, you’re going to the bathroom, but you accidentally walk into the kitchen. And you are stunned with what you see. You see fruit, pastas, the most incredible salads you’ve ever seen, curries and rice dishes... you’re overwhelmed.

And you realize the only reason you never received that kind of food is you didn’t ask. But the reason you didn’t ask was because it was never on the menu. People will only order what they see on the menu. If you go to a restaurant and all they sell is burgers -- you’re not going to ask for a fruit salad. Most people in their own lives, have a certain menu that they are looking at day after day. Your job is to walk them into the kitchen and show them that so much more is available.

Many people actually, secretly have much larger dreams and visions but relegate them to the dark and dusty catacombs of their mind feeling that either it’s not possible or they aren’t worthy. They look at their goals and think “Why me? I’m not worthy of that level of success.” Your job is to look at them and know their inherent and invaluable worth and ask not “are you sure you’re worthy of these goals?” but “Are you sure those goals are worthy of you?”

Tactics of Preeminence:

- Ask your client “What is the grandest version of the highest vision you ever held for your business? What do you want it to become? Number of clients? Revenue? Life? This project? Amount of time? If money were no limit? Why did you start it?” (get them envisioning all the greatest possibilities)
- Sit down with paper and pen and spend some time getting clear on your highest vision for your clients. Where are you, ultimately, hoping to take them.
**Principle 5:**
**Radical Integrity**

You wouldn’t believe what happens when your clients understand that you are in this for a higher purpose than money. When they know that you are radically honest and are taking a stand for something bigger than profits in your business - everything changes.

**This can’t possibly be overstated.**

There are a few levels of this:

1. Keeping promises you make and exceeding expectations consistently.
3. Having a clearly articulated set of values that you actively seek to embody in clearly demonstrable ways.

The most precious thing you can garner with your clients is the relationship of being a trusted advisor.

But before you can gain that trust - you must become trustworthy.

“I once brought a tv to a repair man who called back a day later and told me that the set had miraculously come back to life. He said that he could charge me for a complete diagnosis, but recommended that I pick up the set free of charge and try using it until it stopped working again. He said that this could be a day or ten years, so why spend the money? The set is still going strong years later, but I’ve sent a lot of customers to him. An honest tv repairman? Wow!” - *The Secrets of Word-of-Mouth Marketing, George Silverman*

To be truly preeminent you need to be fearless and create an incredibly strong bond of trust with all of your clients.

Nothing builds trust like honesty. It creates a state of fearlessness because you have nothing to hide.

**Do You Lie?**
Dan Kennedy
www.dankennedy.com

Since we’ve been talking about turning mistakes into marketing gimmicks, I want to switch gears and focus on regulating our own personal behavior.

Liar, liar, pants on fire.

As you might guess, a lot of people have asked for my thoughts about the previous crucifixion of Martha Stewart. I made a bet that she would go to jail, and pegged the over/under at 16 months. Her case was so very instructive because she wound up criminally convicted of, and financially destroyed by lying about something that the judge determined wasn’t a crime she could be convicted of. The fraud charge thrown out. Only the lying remained.

While it is a bit simplistic to say she should simply have told the truth when first caught and been done with it, it’s also right to say she should have told the truth and been done with it. I have always thought Nixon would have survived impeachment, maybe avoided it, if he had ‘fessed up instantly and burned the tapes for national security. Clinton could have avoided his impeachment trauma, and been less dishonored, by truth-telling, quick.

In business, we all inevitably screw up. We miss a deadline. Bungle a project. Whatever. The screw-up itself and whatever the cost of quickly accepting responsibility for it and the cost of fixing it will usually pale in comparison to the eventual, total cost of a cover-up. Lying can be very expensive.

On a broader note, if you look at how the mighty entrepreneurs and executives fall, you will discover it is rarely due to their business mistakes or business wins or losses. It is usually because of personal behavior.

Jack Welch having sex with the Harvard Business Review reporter interviewing him = boorishness, arrogance, egotism. Martha saving a measly $40,000.00 = cheapness. Eisner getting his head cut off at Disney. Pissing off Roy = arrogance, impolitical, picking wrong fight.

Easy to see in others. Hard to control in ourselves. I’ve certainly engaged in my share of ego-drive, arrogant, churlish, boorish, dumb bad behavior, including but certainly not limited to lying. It’s almost always wound up costly.

Regulating our own personal behavior is a very tough task. But privacy is dead. Success brings scrutiny. Rational thought, the weighing of risk/reward vital. Bottom-line: editing your personal
behavior is at least as important as editing your ad copy!

To truly embody these principles you may need to commit to a deeper level of honesty and self awareness than you have before. It is about holding yourself to a higher standard of truth. First it is having the courage to tell yourself the truth about yourself and the truth about others. Then, it is having the courage and skillfulness to communicate your truth – about yourself and themselves - to them.

“It is more important to tell the simple, blunt truth than it is to say things that sound good. Life is not a contest of elegance . . . As a warrior, the leader acts with power and decision. That is the Yang or masculine aspect of leadership. Most of the time, however, the leader acts as a healer and is in an open, receptive, and nourishing state. That is the feminine or Yin aspect of leadership. There is a third aspect of leadership: Tao. Periodically, the leader withdraws from the group and returns to silence, returns to God.”

Tao Te Ching

To truly embody these principles you need to commit to a deeper level of honesty and integrity. You need to “step up” to a level that you never have before. To the extent that you become totally transparent in your motives, business practices and structure, you will engender powerful levels of trust.

What would happen if you committed to tell the truth about everything all the time? What happens when your business life embodies the principle of full disclosure? Most people recoil in horror when they hear this -- because most people have a lot to hide. They think, well, if my clients really knew how big my profit margin was they would be furious. Or they think, "I just have to pretend that I'm really selfless and doing this entirely for my clients. If they get that I'm also doing this for me, to make money, they wouldn't trust me anymore." But actually, the reverse is true, when you reveal to people your own selfish motives for wanting to help them, it actually helps people to believe in you more. When you put on a pretense of total selflessness people tend to think, "Bullshit".

This starts with a deep respect for yourself. It starts with you, becoming very honest with yourself about what you really, really want and need to have your life work for you. The preeminent adviser feels no fear about revealing what's in it for him/her because they know, in their heart of hearts, that they are giving 10 times more than they are asking for in return.

Plus, everyone knows there's no such thing as a free lunch. Everyone knows that they don't get anything for free. People always know there's a catch. And when you can help people understand what that catch is, and you can help people understand what's in it for you -- the method behind your madness -- they don't get upset; they breathe a tremendous sigh of relief.

When you commit to telling the truth, it also means that you commit to letting go of control. You see, often we lie about the nature of our business or ourselves in order to attract more business, or get people to love us. We will pretend all sorts of things are true, in order to get people to stay in the room. We think, "If I was really honest, then people would leave."

The preeminent advisor realizes that this is certainly a possibility. And so, rather than learning 101 ways to “close” people, how to manipulate people, trick people or apply pressure to people, they commit to becoming exceptionally skillful in three areas:

1) Creating a safe space: the preeminent advisor realizes that pressure kills all trust in all authentic relationships. So they commit to mastering the art of creating a safe, pressure free space for all of their clients to feel completely at ease and then...

2] Instead of focusing on “closing people” the focus on creating conversations that open new possibilities for people. They become exceptionally skillful at helping people to see how much more is available for them and how simple it would be to get it.

3] They become masterful at creating irresistible offers. They realize that people cannot be forced or manipulated into decisions in the long term. They realize that the relationship is the most important thing and that the relationship will only work if people enter it by choice. But they also realize that the first step is often the hardest to take. So a preeminent advisor commits all of their cunning, intelligence and strategic thinking into crafting offers that are so incredibly compelling, risk-free and beneficial that people would feel like idiots to say "no". Instead of thinking about how to trap someone into saying “yes” they ask
themselves, the questions, "what would I have to give? How could I make this even safer? How could I eliminate, reduce or reverse the risk in this transaction?"

The truly preeminent advisor is fully transparent. And so, they inspire honesty. They make it safe for their clients to speak the truth. They listen for the truth and only accept the truth from their clients. What you listen for, they will speak from.

Much trust can also be built by clearly embodying ethical, green and community minded values.

VALUES PROPOSITION: Your values proposition is your statement of what’s important to you in your life and your business outside of making money. It’s the fact that you are green, serve only fair trade coffee, do carbon offsetting on your shipping etc. You value proposition is “here’s what you get for your money.” Your values proposition speaks to their values. This makes them feel good about themselves for doing business with you. It makes them say not just, "wow. what a great product or service..” but “Wow, what a great business.” Your values proposition is basically a, “do it because it’s the right thing to do” message.

"Niman Ranch will sell you four hormone-free, antibiotic free, humanely raised beef based hot dogs for $7. Possibly the finest hot dogs in the world. It’s not clear that the average kid eating a wiener can taste the difference, which is my point, the way we feel about what we eat accounts for as much as the taste itself.” - Seth Godin

An Example of a Powerful “Values Proposition” from Whole Foods:

- We purchase wind power credits to offset our use of carbon. You can too! Visit a store to find out how.
- We support sustainable farming practices that nurture the soil for future generations.
- We prevent millions of pounds of waste from going into landfill through our recycling and composting efforts.
- We won the EPAs Green Power Partner of the Year award in 2006.
- We've been on Fortune's "Best Companies to Work For List" for 10 years in a row-- Number 5 this year.
- We support local communities and economies by sourcing unique, artisan and local products as part of our mix.
- We give back 5% of our gross profits through regular Community Support Days.
- Our Whole Planet Foundation gives micro-loans in developing countries as a way to fight poverty.
- Our Animal Compassion Foundation works to change the way animals are raised for food.
- We install energy efficient appliances and use green building materials in our stores.

"An open book policy in which everyone knows what everyone else makes, from the boss to the teenaged delivery boy, is an excellent idea, especially when the business genuinely tries to pay people fairly. Whole Foods also operates with a wide-open financial system. Sensitive figures on store sales, team sales, profit margins, even salaries are available to employees in every location. The company shares so much information so widely that the SEC has designated all 6,500 employees "insiders” for stock-trading purposes.” - Marketing Without Advertising

“La Blue’s Cleaners in Sebastopol, California, has been in business for more than 40 years. In addition to providing pick-ups and delivery services to homes and offices, they are known in the community for extending a hand to the temporarily unemployed. If you are out of work, they will custom dry-clean and press one suit or one dress and launder two shirts or blouses at no charge. This information is posted on a sign inside the store which says, "This is our gift to you so you will look your best at your next job interview." Customers really appreciate it, and you can be sure that when they are back among the employed, they bring their business to La Blue’s.” - Marketing Without Advertising

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Tactics of Pre-Eminence:

- Apologize whenever you make an obvious blunder. Give ‘preemptive apologies’ -- apologize for mistakes they may never even find out about, not only apologize but make good on your blunders. Do the right thing. Do whatever it takes to make it up to the clients when you screw up.

- Manage Expectations: At the very least, underpromise and overdeliver every single time. When you are able to, don’t even promise, just deliver for the joy of it. Surprise people with incredible service that they were not even expecting. This is a profound evolutionary step. This is a high form of
honesty that honours both yourself, others and takes into account the unexpected happenings of life. If you under promise – you have space, a buffer with which to respond. If you think you can do it in 2 days – say 5 days – and then deliver in three. Scotty – the U.S.S Enterprise technician mastered this process better than anyone. If you can fix the Dilithium crystal in ONE hour tell the Captain you’ll need six hours – that way you always look like a miracle worker.

- **Buy The Book "Permission Marketing" By Seth Godin** and rigorously apply it. Stop marketing to people who don't want you to market to them.

- **Consider Being Radically Honest In Your Business** by revealing to your clients the truth about the following things whenever they ask -- perhaps even before they ask:
  - What's in it for you? -- what is the self interest behind all of your generous offers?
  - Your profit margin.
  - The logic in the reasoning behind your marketing strategies
  - The fact that you have a profit motive.
  - The fact that you don't know that you can help them.
  - The "catch" in a generous offer that you're making the -- they know there's a catch, so tell them what it is.
  - The "flaw" in what you're offering. People know that nothing is perfect, so make sure they know that you understand that as well.
  - Your reasons for making such a generous offer and how you can afford to justify it.
  - What you expect from them if you take them on his client
  - What they should have every right to expect from you if they do business with you.
  - How you feel about your them.

- Everything that goes into creating your product or service
Principle 6: Commit to a Long Term Relationship.

“Infinite patience brings immediate results.”
-Wayne Dyer

This one is simple.

Forever matters more than today.

So many people in business are oriented towards “doing a deal” – you need to be oriented towards building a relationship.

Build deeper rapport and personal connection. Treat them as a seep been revered friend and business partner whose well-being is tied to your own – because it is.

REMEMBER: In marketing, there are only three places you can invest your time:

- **10% = The Universe.** 10% of your time spent on marketing should be to your “universe” – meaning everybody. Are they breathing? They’re in your universe. Talking to strangers at bus stops, chance encounters at bookstores – anybody.

- **30% = Prospects.** These are people you’ve met in your universe who you think are likely candidates to become a client. Spend about a third of your time here.

- **60% = Current Clients.** About two thirds of your time should be invested in deepening your relationships with your existing clients. Why? Because it takes 6 times more to get a client. A client is someone you have to nurture, educate and acknowledge forever. The vast majority of businesses ignore their clients while always looking for the next client. It’s like “the honeymoon is now OVER I’m going to find someone else.”

This is crucial to understand. If you don’t see your relationship with your client as long term you miss the back end – and the back end is where all the money is. Most people, because they haven’t fallen in love with their clients just don’t see the relationship as a long term proposition – so they’re left to constantly get new clients. A commitment to the long term isn’t just a “feel good” moralistic statement – it’s also about the bottom line, long term profitability of your business.

Tactics of Pre-Eminence:

- In every transaction ask yourself “If I know I’d have this client for the next 10 years – what might I do differently?”
- When tempted to cut corners – ask yourself if that might hurt the relationship in the long-term.
Principle 7:  
Deepening Appreciation

“The unexamined life is not worth living.”
- Plato

Most people live on the surface of things and enjoy only a fraction of what is right in front of them.

“The real voyage of discovery consists not in seeing new lands but in seeing with new eyes.”
- Marcel Proust

Part of serving your clients is not just giving them value but helping them fully appreciate the value you have already given them; helping them appreciate the true value of their current assets; helping them truly appreciate themselves.

We assume people notice more than they do.

We assume they are aware of more than they are. We assume people appreciate more than they do. When you go out of your way for a client - they probably will never fully appreciate what you did for them unless you tell them.

When I worked for nonprofit in California, I assumed that the people who had hired me truly appreciated all that I had done for them. But, over the years, I came to realize that they didn't. Not that they were being willfully ignorant or intentionally trying to "keep me down" -- I had just done in very poor job of educating them as all the benefits and advantages that I had brought them. I realized that, in fact, I wasn't too sure what I had brought to the table myself.

So, I took out a piece of paper and brainstormed all of the things that I had uniquely brought into the organization. I asked myself, "what are all of the things that would not be here, wouldn't be happening, wouldn't be possible if I never came on to the scene?" I was astounded with the list that I came up with.

I would suggest that you would be too if you took the time and did the same thing. This applies to the value you give your clients or the value you give your employer or even the value you give in your close intimate personal relationships.

I worked with one company, who was in a very tight financial crunch. I told them that they likely had windfall profits sitting there - business that they had not fully appreciated or identified.

They were skeptical.

So I asked them to list all of their clients for me. I then asked them to list all of the products or services that they offered. I arranged this into table/spreadsheet with the names of the companies on the side in the names of all the products and services on the top. It formed a sort of grid. Then I asked them to look at each product or service and ask themselves, which clients either already had it, needed it but didn't have it, might need it but didn't have it or simply did not need it.

Then we looked at all of the products or services that clients either needed or might need and we brainstormed how much, in a worst-case scenario, those clients would end up paying for each of those products or services.

That was a very large financial figure.

But then I said, what is a worst-case scenario of how much of those products or services you think people actually buy long-term. They said 20%. The end result was that they realized they had at least $180,000 sitting on the table that they had been previously ignoring.

This pattern is all too common.

People tend not to appreciate things as much as they could. It's the Law Of Familiarity. Whatever we are surrounded with on a continual basis we tend to take just a little bit for granted. Parents often don't see their own kid's growth -- they're too close.

This is where people really do not get these Principles of Preeminence. They are not a tactical maneuver. They are based in a place where you know you are giving an incredibly valuable service to people in that if they don't take advantage of what you're doing that they are going to get hurt. Once you internalize it -- once you realize that when people don't act that they will have hardships and difficulties everything shifts for you. Helping people deepen their appreciation also includes helping than deepen their appreciation of the problems that they are facing. It's about helping people appreciate that making a change is not merely a should but a must.

One of the things that I can honestly say I've become excellent that is appreciating people. One
my favorite ways to do this is handwritten notes. I can't tell you how many people I've written a personal note of appreciation to who, even seven years later, have made a point to tell me that they still have it and read it frequently whenever they are feeling down or depressed. Most people do not truly appreciate themselves. They don't appreciate their own gifts, magnificence, and beauty. They don't appreciate truly what is possible for them in their lives.

The role of the preeminent adviser is to help people appreciate more.

Why?

**Because what you appreciate, appreciates. What you focus on, you move towards. What you give energy to, expands.**

This is also vital in helping your clients appreciate not only what you are about to give them, but what you just gave them. Sometimes people don't appreciate or really "get" but they just got. Your job is to help them see the growth that occurred as a result of doing business with you. To flag it. Point it out and help them understand its impact.

Remember the seven steps I keep coming back to, again and again (intentionally) – most people miss that last one.

Your job is to help your client experience that:

1. They have a **problem**
2. It **can** be solved
3. It **must** be solved
4. It must be solved **now**
5. **YOU** can solve it
6. **You** can solve it **better**
7. **You** just solved their **problem**

Your efforts are likely **not** the center of our clients life – nor should they be. It's your job to keep them up to date and informed of all that you do for them. If you don't tell them the full story you do them an incredible dis-service. If they don't know all of the lengths that you are going to to be of service to them, all of this skill that you are bringing to bear, all of the consideration and you are taking for them -- they will likely never ever appreciate it.

Why?

Because people use, take care of, and get maximum advantage only out of those things they appreciate. The corollary? **If they don't appreciate it they aren't getting maximum value.**

So, you've got to ask yourself, "Is my product or service as good as I say it is? Does it really deliver if they use it right?" Because – in most cases, once they've bought it – the transaction is done. If they don't use it fully, even they don't gargle it each night, if they don't clean it properly, if they don't do the stretches each night – they are the loser (which makes YOU the loser long term because they will never be a raving fan).

The only way for **both** of you to win is for both of you to fully acknowledge, "get", revere and deeply appreciate the value of what you are bringing to bear. This means helping them see the impact you product or service will have, not only in one area of their life, but **multiple areas of their life.**

For example, you can eat two meals – prepared in exactly the same way – and one will taste better and be a richer, more fulfilling experience.

Imagine, a chef who is among the world’s best (and knows it). He reveres – but is not arrogant – about his level of skill – his gift. He comes to your place to prepare dinner. He knows he could simply throw it on a table and let you eat but he reveres his creation and loves you – he wants you to have the best possible experience.

So, he goes above and beyond what most chefs would consider doing.

He cleans your dining room, he carefully selects the best plates and silverware. He puts on some of your favourite relaxing music. He sets the table with impeccable care and brings the food to you laid out in a gorgeous yet simple presentation. The food smells and looks delicious. You can hardly wait to eat. But before you do he suggests you both take a moment to give thanks in silence for those who grew and transported the food.

He suggests that, for the first five minutes of the meal you do two things: eat in silence and chew slowly – savouring each mouthful. Then, after those five minutes, he tells you the stories behind these recipes and how they were developed. He tells you about how these tomatoes are not only organically grown but bio-dynamically grown – and that they are one of the oldest and purest heirloom
strains – not the commercial hybridized junk at Safeway.

Can you see that by revering his own gifts at a higher level, by caring more deeply about you, that you have had a better experience? Can you see that it was the same food but that you got more out of it? That by his honouring the value he was giving you ended up receiving more value? Part of the process of adding value to people’s lives is helping them to more fully appreciate what you’re already giving them. But, until and unless you revere that value you can’t help others to.

In NLP, there is a process called ‘Future Pacing’ – imagining yourself going from the present moment onto the future enjoying the benefits. You essentially say “Look, imagine what it would be like to never again have bad breath” or “imagine never losing sleep again because of unpaid bills” or “imagine how good it would feel now if you knew you’d never waste another dollar on fruitless advertising again”.

When you sense people don’t really ‘get’ what you just gave them, it is your profound duty to stop them and say “you know what – I did you a dis-service. I don’t think I did a very good job demonstrating this point.”

When I was leading a Fundraising training once in Iowa I noticed that people seemed to be enjoying what I was saying but I sensed they weren’t “getting” it. They liked the ideas but they weren’t grasping the practical implications. So I stopped and I said, “you know what? I think you’re hearing what I’m saying as some sort of ‘woo woo’ abstract concepts . . .” one of them laughed saying, “Hey woowoo spiritual stuff goes over good in this town!”. And everyone laughed.

If I had let it go I would have done them a great disservice.

“I understand that but I want to make sure that you understand how profound the implications are in a day to day sense in terms of developing your fundraising strategy and action plan.” I went on for a few minutes until I was satisfied they appreciated the point sufficiently.

I can guarantee you that they associated more value to those “woo woo” principles once I was done. That’s your job – help them appreciate what you give them – and what you’ve just given them.

You help them feel wealthy.

This principle probably boils down to the phrase: “I’m not here to sell you, I’m here to serve you.”

So many people feel unworthy of receiving money for their work or trepidation us about asking for referrals.

At the core this could be a few issues:

1) You’re in the wrong line of work and off your life path  
2) You don’t enjoy or appreciate your clients – and feel unmotivated to serve them  
3) In the back of your mind you really aren’t sure if you give them value

If it’s the third situation the solution is very clear. You need to find out. You need to get crystal clear as to what value you give. You may, at the end of this discover that what you’re offering isn’t worth what you’re charging – but you must know that. You may also discover you’re vastly undercharging.

7 Steps to Help Your Clients More Deeply Appreciate the Value that You Offer Them [And Get a Ridiculous Amount of Referrals in the Process]:

1) **Identify You Contribution:** Identify everything good you do for your clients that your competitors don’t (or the bad things that you don’t do that your competitors do). **Everything.** Everything. Take nothing for granted. What are all your Unique Selling Propositions (USP)?

2) **Appreciate The Value:** What are the real benefits of those USP’s to your clients in their own self-serving terms? In other words: **so what?** Does it save them time? Emotional agony? Stress? Money? Does it make them look better? Sure you enrich their life but you need to fully appreciate and dimensionalize what specifically that means. In other words, if you didn’t do these things, what would the cost be to them? If you
saved them money – what could they use that for? If you saved them 10 hours of work – what could they do with it? If you don’t revere and explicitly illustrate the value of what you give, it’s shameful. Once you have identified all the benefits you can think of – ask your clients. Ask as many as you can. Enlist their support in finding the core value you give.

3) **Realize Your Relationship:**
How much time have you invested in the relationship? How much money? Was it done patronizingly and aloof – or were you caring and empathetic? Doesn’t that mean you have a deep and rich friendship?

4) **Honour The Relationship:**
Would you just walk away from any other friend after hanging out once? Would you drop them from your life? So, why this one? Why is it any different in business? Would you let any dear and cherished friend make a fatal financial mistake? Or do something stupid, dangerous or potentially harmful to their family or reputation? Would you knowingly let them buy what you know to be a lemon of a car – and say nothing? A buddy tells you what they want to hear and a friend tells you what you need to hear. Which are you?

5) **Reaffirm The Value:**
Re-establish with your client all the value you have given them. Ask questions that cause them to tell you. Go over your list piece by piece and ask them, “What did that mean to you? How much money/time/frustration did that save you?” “Help me understand.”

6) **Honour Your Client’s Relationships:**
So, why would you let a friend of yours (who happens to be your client) let any of their friends, co-worker, family member or colleague of theirs do anything dangerous?

Remember, in the moving parade of life there will usually be someone in your (or your clients) network who needs what you have to offer. People are dying, being born, getting married, growing older, getting injured, etc. So, knowing your client’s friends will also have needs arising – don’t they deserve the best, most educated, professional and trustworthy advice from someone who has their best interests in mind vs. some unscrupulous charlatan who hasn’t invested as heavily in training and education as you? Someone who won’t be sensitive as you?

7) **Offer Your Protection:**
You owe it to your past clients to make it known to them that you care deeply enough about them that if anyone in their life is at a crossroads you encourage them to connect with you – if for nothing more than just to get your well reasoned opinion, your expert consulting, your best judgment, your professional advice or a sober second opinion or something. It doesn’t matter whether or not they avail themselves of you. But you feel you owe it to your clients to ensure their friends at least get the clearest perspective they possibly can on their situation before they make a potentially dangerous/costly/ill-advised decision.
Tactics of Preeminence:

- Sit down and brainstorm all of the ways that you have added value in a particular relationship in your life that you can think of.

- Brainstorm all of the positive attributes and qualities that you have.

- Expand on each of those assets, one by one, by asking yourself, “what are the unseen benefit or vanish that happens when I employee or embody this characteristic?” For example, if you are regularly a very warm and friendly person can perhaps the benefit of this is that people feel safe in your presence, people feel more open to exploring new possibilities with you, people aren’t as defensive in negotiations.

- Sit down with your clients and tell them, “look, I’m feeling a bit at a loss. I know that what I do at the tremendous amount of value -- but I’m in a place where I’m really not sure what that is or how to best articulate them and I’m wondering if you can help me by telling me all of the value that I have given to your life. What are the benefits or advantages that you received from this relationship both things you think I would know about and things that you think maybe I wouldn’t really fully appreciate her understand?” You will be shocked at the answers. I have heard of financial managers who realized that they were also really marriage counselors because the only time that this married couple talks about their finances was when they would visit their financial adviser.

- Reviewing your value: brainstorm all of your features and benefits, dig deep into the benefits for them, and charge what you’re worth.

- Help them more fully revere their own value as a business and as a human being.
A STRATEGIC WORKSHOP:
The Horrible Hundred +

©Tad Hargrave, radical business,
tad@tadhargrave.com
The Horrible Hundred+

The Top 11 Hidden, Root-Cause Problems Preventing You From Reaching Your Marketing Goals

This is one test you do not want to get 100% on.

Let’s start at the top – there are only three reasons your business could fail.

1) Your product sucks.
2) Your service sucks.
3) Your marketing sucks.

That’s really it.

For most people it’s the last one: marketing. Most entrepreneurs have good products and services – the real gap – the REAL issue is how poorly they market themselves. Luckily that’s easy to change.

If This Is All So Easy -- Why Haven't YOU Done It?

Have you ever wondered why -- despite your best efforts -- you haven't been able to master your marketing yet?

Surprisingly, it may not be entirely your fault.

Well, if you're still reading, I'm assuming that you are in a place where you WANT to take action. You WANT to attract more clients. You WANT to increase your cash flow. But, you haven't been able to make your marketing work.

Believe it or not, it is possible to grow your business in such a way that it is invincible to Wal-Mart and other multi-national chains. There's a way to market that makes you virtually unassailable. And it's not hard.

So, why haven't you done it?

You probably can't figure out why.

Well, I am here with some good news. In my experience, there are really only about eleven problems that could hold you back from marketing greatness. This brief introduction is not designed to solve the following eight problems by giving you the whole step-by-step answer to each, but this will do two things:

1) Help you identify where the gaps are for you.
2) Give you my best authoritative shorthand advice on what you need to do immediately.

Unaddressed, these eleven problems will kill your business. Yes, really. Remember: only 5% of businesses last more than 10 years.

REMEMBER -- if your business is not succeeding there are only three possible reasons: your product sucks, your service sucks, and/or your marketing sucks.

Not to be crass, but I'm going to assume it's your marketing… that is the problem here.

Given that it is your marketing you're focusing on -- and this is crucial -- you MUST know specifically, and precisely which problems are holding you back – you MUST identify what exact combination of problems is assailing you because each problem requires a very different solution.

I have identified what I consider to be the eleven most basic and fundamental problems YOU are probably facing.
Each problem gives an initial description, a chance to rate yourself and some solutions.

When rating yourself, consider 10 to be a bad thing. A 10 means that you are SERIOUSLY suffering from that problem. A 1 means it’s really not an issue at all. Your goal is to get a “Perfect Ten” not a “Horrible Hundred”.

So, to help you focus your energies to where they are most needed I give you.
Problem #1: You're in the Wrong Business - You Don't WANT to Build It up.

You would be surprised how many business owners I talk to are in this boat. I remember speaking with one woman who did yoga with kids. She was having the hardest time, making it work as a business. One night, just before I went to bed, I had a huge brainstorm of ideas, that I was so excited to share with her because I knew that they could make her a great deal of money. When we got on the phone the next day she said to me, "Tad, you know I've been thinking about our conversation yesterday, and I realized that I don't want to be teaching yoga to children."

I asked her what had created this change. She told me that it was when she realized that she could actually succeed in the business. She began to picture herself working with little children, all day long teaching them yoga -- and that horrified her. One of the biggest things I see blocking business owners from success is that, when they picture themselves succeeding, they get scared.

People start their businesses for all sorts of funny reasons: to pay the bills, to make a lot of money and get rich, to make a difference in the community, or to express their interests or values. The challenge is that person who started the business may not be who you are today. The chances are that over the last five years you've undergone some significant changes. Make sure that the business you are in today reflects who you are TODAY.

A subset of this problem may be that: You don't want to be an entrepreneur. You'd be happier being an employee. You don't WANT to build up a business right now. You'd rather just enjoy doing the work. Maybe you're a graphic designer whose built up a bit of a business and has a couple of employees but then realizes that it’s stressing him out. Maybe you own a bakery that you started because your friends told you that your pies were the most delicious they’d ever had - but now the business side of things is consuming your life.

Symptoms of This Problem:
- No matter how much you try to motivate yourself about working harder – you can’t seem to muster enthusiasm.
- You find yourself constantly thinking about other things during work.
- It’s hard to get out of bed for work most mornings.
- You don’t smile when you think of work.
- The thought of being more successful at what you do is repulsive for you.
- Your business hasn’t improved in the last few years.
- You find yourself doing less and less of the work you love and more and more administrative work.
- It’s not fun anymore.
- You are beginning to hate the very things that inspired you to start your business (e.g. you started a bakery because of your love of baking but now you hate baking)

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Solution:
1) Get honest and eliminate the word ‘should’ from your vocabulary.
2) Decide what you really, really want to do and build a transition plan to move towards that. You must choose something that, if it were to succeed massively, you would be happy -- not stressed out and overwhelmed.
3) Get a life coach.

Book and Other Resources:
- The Portable Coach - Thomas Leonard
- Soulcraft - Bill Plotkin
- The Radical Business “Perfect Vision” Workshop - Tad Hargrave
- The E-Myth - Michael Gerber
Problem #2: You Aren’t Willing To Take Full and Total Responsibility For Your Marketing.

You want someone else to handle it. You feel that it’s getting in the way of your real work.

Or – WORSE – you have a sense of “entitlement”. You think, “I am doing such important work – it’s such a powerful product or service – I’m doing God’s work helping to heal the world – why isn’t it working? People should be buying from me dammit!”

The sense of entitlement is chronic amongst conscious businesses. You might be fully aligned with spirit – but you need to do your part.

Symptoms of This Problem:

- You use the word “should” a lot: people *should* be coming to you, your business *should* be booming, people *should* understand the value of what you offer etc.
- You ask yourself questions like, “What do I have to do to get people to buy?!!” in an exasperated tone of voice.
- You feel honestly confused as to why you don’t have the number of clients or amount of money you need.
- You often feel like a victim and feel self pity a great deal. You pout a lot.
- You feel like God has let you down

RATE YOURSELF:

1 2 3 4 5 6 7 8 9 10

Solution:
Realize that if it’s YOUR business –even if you hire someone else YOU are still, bottom-line responsible for the quality of your marketing. If it doesn’t work YOU are the one who must pay the piper.

Eliminate the word “should” from your vocabulary. Start studying how life IS vs. how you think it SHOULD be, or wish it was.

Stop blaming your prospects and clients for not “seeing the value”. Realize it’s not that they don’t “get it” it’s that you haven’t found a way to communicate it in a way that reaches them – PERIOD.

Book and Other Resources:
- **Non Violent Communication - Marshall Rosenberg** (chances are you’re beating yourself up here - learn how to communicate with yourself more compassionately and you may find that ocean’s of energy are freed up)
- **How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you’re not)** - Otto Collins - www.newagemarketingebook.com
Problem #3: Marketing Is Not A Priority.

Marketing is a “should” for you – not an absolute “must”. I know people who are clearly in the right business and take full responsibility for their marketing. They know it’s their job – but it’s a very low priority.

If it’s a “should” it never gets done. It’s the same as when people say, “I should lose weight. I should quit smoking.” But it never happens.

Marketing is NOT simply about knowledge – it’s about action and implementation. It doesn’t matter how much you know if you don’t apply it consistently. And, you will never be consistent in an area that’s not a priority. If you want to exercise more but you AREN’T – it’s not a priority. PERIOD.

If you have handled the first two problems and you still aren’t consistently working on improving your marketing there is ONE and only ONE reason – it’s not a priority.

Symptoms of This Problem:
• You don’t spend any significant time doing marketing
• You don’t spend any significant time improving your marketing
• You haven’t read a book, listened to a tape or attended a seminar about marketing in the last year . . . or more.
• You feel relief at the thought of procrastinating on your marketing
• You keep saying “I should spend more time marketing . . .”
• You frequently tell yourself, “But I’m doing such good, healing work – why isn’t the universe being more helpful? Maybe I’m a bad manifestor . . .”

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

SOLUTION:
1) Schedule one hour a week by yourself or with your company to work ON the business not IN the business. One hour per week to reflect on your marketing and how you can improve it.

2) Immediately double the amount of time you spend each work on actually marketing and promoting your business – hire someone to handle the administrative work if need be.

3) Simply decide that marketing needs to be one of the top priorities in your business – it’s not a necessary evil – it’s a core piece of who you are.

4) If you don’t NEED to market, there’s no problem. But if it’s hurting you financially, if the lack of marketing is hurting your business and your family then the painful medicine that’s needed is for you to look squarely at the truth – to look at reality in the face and not fade away. Are YOU arguing with reality? Are you wishing that it would “just happen”? You may need to get real, take responsibility and start taking action.

Book and Other Resources:
• First Things First - Steven Covey (one of the best books about time and life management ever written).
• How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you’re not) - Otto Collins - www.newagemarketingebook.com
Problem #4: You Have No Marketing or Business Goals.

There is an old trite -- but true -- statement that "if you don't know where you're going any road will take you there."

I'm constantly amazed at how many business owners I meet who have not clearly defined where they are going.

When I asked them what they want, they often tell me things like, "to make a lot of money." Or "to get out of debt." Or "to build a great business." But when I probe deeper and ask more penetrating questions -- there's not a lot there.

If you are in the right business -- if you're in a business that is really, truly fulfilling for you then your largest problem may be your lack of clarity about where you're going.

If you have no clear goals or vision for your business you are – by default – totally reactive. You are going to be caught in urgency and crises rather than building a foundation by working on what's important.

Vision is the critical gap between being tactical and being strategic. Tactics produce movement. Strategy produces results.

Symptoms of This Problem:
- You have no clear answer to the question: "Where do you want your business to be in five years?"
- You feel scattered in your efforts
- You have no sense of priorities for organizing your marketing efforts

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Solution:
Take as much time as you need to answer the following questions with as much detail as you possibly can:

1. Perfect Vision: Where do you want your business to be in one year? Two years? Five years? 10 years? Make sure that this vision is something that inherently excites you and inspires you -- or change your vision, or get out of your business.

2. Perfect Problem: What are the top three problems you are helping to solve for your clients? What is the pain that you are helping your clients find relief from? What is the result that you are giving them?

3. Perfect Concept: Is what you're offering really needed? Is it a good idea? Does it work? Be ruthlessly honest with yourself about this. When you share your idea with friends do they get it or do they look at you quizzically?

4. Perfect Domain: Now that you are clear about what you want out of your business - what is the ideal sphere of influence for your business - a group of people, companies or organizations with a common association or connection -- in which you will work?
   - Your Family?
   - Your Company?
   - Your Industry?
   - The Media?
   - A Specific Nation?
   - Your Peers?
   - A Specific Profession?
   - Your Community?
   - Your Locality?
   - The World?

5. Perfect Client: who is your Perfect Client?

6. Perfect Brand: what is the brand that you need to create to attract your perfect client? Here’s
the hard truth. You may be 100% clear about who your ideal client is – but your business may be completely unattractive to them.

Remember: like attracts like. In branding, opposites do NOT attract. You want them to look at your business, hear your values, beliefs and passions and say “Me too!” not “So what . . .”

The purpose of any brand is to inherently and effortlessly attract your Perfect Client (as defined above) to you instead of you chasing them. A brand should not be like a bright and frightening searchlight – remember – when you see a searchlight looking for you your instinct is to run and hide. Rather, a brand should be like a lighthouse. It draws boats to it because it indicates a safe harbor.

7. **Perfect Relationship:** how do you need to set up the relationship between yourself and your client so that it is easy, profitable and fun for both sides?

8. **Perfect Network:** where are the places that you are most likely defined your ideal clients? All of this work is essentially useless until and unless you start networking. Much like a romantic situation – you could spend years refining your perfect mate and then feel frustrated that he/she isn’t in your life - and not acknowledge the fact that you’ve never left your apartment. You need to go to the places where your ideal client is.

Also, you may identify the perfect mate – but they don’t live in your small town of 1000 people.

Or there may be plenty of potential partners, but at the current standards you hold for yourself they wouldn’t be attracted to you.

Here’s where we answer the question “Is there really a market?”

You want to come up with a list of what business guru Chet Holmes calls “The Dream 100.” The 100 most recognized and influential decision makers in the industry of those you serve. People who, if they endorsed you, or if you were a player in their domain/network, it would have a massive impact on your marketing and success as a business. You want to figure out “Where do I need to be to meet my ideal client?” The people on your Dream 100 list may be:

9) **Perfect Proposition:** how can you make what you offer absolutely irresistible to your ideal clients? How can you make it incredibly easy to say yes . and very difficult to say no? How can you add so much value, that they would almost feel silly not to take you up on your proposition?

10) **Perfect Procedures:** what are the most important systems, policies and procedures that you need to put in place to make sure that your business runs smoothly?

**Book and Other Resources:**
- The Radical Business “Perfect Vision” Workshop - Tad Hargrave
- The Radical Business “Attraction” Workshop - Tad Hargrave
Problem #5: You Don’t Think Marketing Works – You Feel like You’re Flushing Money Down The Toilet.

If you have received formal training in sales and marketing, it is highly unlikely that it was grounded in real world results. Only a small fraction (I would guess less than 1/10th of 1%) of entrepreneurs have come across this material – and less than 1% of those consistently apply it.

Most entrepreneurs only know what they know. Not even one in a hundred business owners seriously study what other businesses in their industry are doing. Not one in 10,000 ever bother to look beyond their particular industry to see how totally unrelated industries market, or consider how these marketing ideas might apply to their businesses.

Symptoms of This Problem:
- You feel like you have tried everything. You have spend money on advertising, and it produced nothing. Zilch.
- People keep telling you that, "you've got to get your name out there." But you’re beginning to doubt the wisdom of this -- especially at the high associated cost.
- You find thinking, "there must be a better and easier way to build my business."

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Solution:
There is only one solution here: Realize that you’re dead wrong. Your past approaches may not have worked, but the past does not equal the future.

Book and Other Resources:
- Monopolize Your Marketplace - Richard Harshaw
- Getting Everything You Can Out of Everything You’ve Got - Jay Abraham
- www.unlockthegame.com

Problem #6: You Don't Know How.

You understand that marketing Works -- after all you see, many other businesses around you, perhaps even in the same industry, perhaps even your competitors, succeeding. REMEMBER: “If you keep doing what you’ve always done you’re going to get what you’ve always gotten.” This is a crucial problem, because if you don't handle it you will slip into problem number five -- and that is the end of your business.

Symptoms of This Problem:
- You don’t even know where to start.
- You see businesses around you attracting hordes of customers -- but you have no idea how to do it for yourself.
- You probably don’t have much, if any, formal business training.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Solution:
1) Brainstorm a list of every question you have about how to market your business. What do you need to learn? And then…
2) You must get trained by somebody! Immediately take some step (buy a book, get a coach, sign up for a seminar etc.).

Book and Other Resources:
- Monopolize Your Marketplace - Richard Harshaw
- Getting Everything You Can Out of Everything You’ve Got - Jay Abraham
- www.unlockthegame.com
- Attracting Perfect Customers - Stacey Hall
- The 22 Immutable Laws of Branding - Al Ries
- The Irresistible Offer - Mark Joyner
- Guerilla Marketing - Jay Conrad Levinson
- www.newagemarketingtips.com
Problem #7: You Don't Think You're Worth It.

I have seen this one kill more businesses that I can shake a stick at.

If you're suffering from this problem you may be in the right business, you understand the marketing Works and you may even know how to market -- you might even have an incredible plan -- but you don't execute on it You know that you need to call people, who of expressed an interest in your product or service.

The most common reason I found for this is you probably don't think you're worth it.

Symptoms of This Problem:
- You feel embarrassed: if you really have a good heart and you really wanted to help people, wouldn't you just give it away for free?
- Deep down, you feel guilty for asking for money for what you do.
- You find yourself not taking action.
- You know exactly what to do and yet you are still not doing it.
- When the issue of your price comes up you suddenly feel awkward, embarrassed and afraid.
- You secretly question if you are ripping people off.
- You are deadly afraid of rejection. If they reject your business you feel personally wounded.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Solution:

1) Answer the following four questions with ruthless honesty. You can only answer 'yes' or 'no' to these - if you can't answer "YES!" then your problem is one of innovation not of marketing. If you can truly say “yes” in response to each question it will provide a strong foundation for your sense of worth.

The Only Four Questions That Matter:

Do you, in your heart of hearts, know it to be true that:

1) your community and the world is better off for the existence of your company/product or service?
2) your clients are better off for availing themselves of your product or service?
3) your clients are better off under your care than with your competition? Or that you offer something unique and distinctive that they couldn't find it anywhere else?
4) you offer at least as much or more value than you charge for? Is it worth the price you ask them to pay?

2) Take immediate action to rectify your product or service until you know it’s worth ten times more than what you charge. It’s a funny law of business - in order for your business to be irresistibly attractive to others it must first be irresistibly attractive to you.

3) Call past clients and ask them to tell you how your work has made a difference for them. Let them re-inspire you. Tell them, “You know what? I'm really questioning whether what I offer is of any value. Can I ask for your candid thoughts on that? Has it produced any real value for you?” and then, if it has, ask them to prove it – specifically.

4) Cut the bond between the effectiveness of your marketing strategies and your self worth.

Even if your marketing strategies seriously piss people off that’s not a reflection of your worth. It may indicate some personal healing you need to do, it may help to reveal some unclaimed aggression or pretense that you need to get honest about, it may reveal a crappy strategy – but none of these is the same as your worth.
While your at it, cut the bond between your “financial net worth” and your “Self worth”. In fact, stop calling it “final worth” at all. It’s just your net financial assets. You are much more than money or your reputation. You can be broke and hated and still feel strong self esteem (in fact, if you’re broke and hated, it’s even more important that you do so).

Think about it.

If you only feel worthy when money is coming in and people like you and you’ve found the perfect strategy – you’ll be trapped to an emotional roller coaster and you’ll live in a constant, low level state of fear.

Sound familiar?

5) Realize your clients WANT you to be profitable. They’re not stupid. They know you’re a business. They know that if you aren’t profitable, you will go out of business. And they don’t want that. They love your product and service – they would be sad to see it go. They actively want you to make a fair profit.

6) MOST IMPORTANTLY: Never stop growing. Commit to constant and never ending improvement of your products and services. This means spending TIME – regularly - working ON the business not IN the business. It means stepping back and building systems to ensure consistency. It means taking time to not only serve others, but to deepen your capacity to serve others. As you truly commit to mastering your craft you will begin to feel an almost bullet-proof level of self worth. The moment you stop growing is the moment your self esteem will wither and dry up.

7) Stop Being So Nice: If you feel depressed and down on yourself a lot, the chances are that you were raised to be really sweet and nice. You were probably taught to put everyone else’s need ahead of your own. Little girls learn that loving women always put other’s needs first. Little boys are taught that brave men have no needs - the subordinate them to protect the King and his property. You likely have no idea what your needs are. You’re probably secretly terrified to ask for others to help you meet your needs. You probably need to start being a bit ‘bad’. You probably need to be a bit more selfish. You probably could stand to be more direct about your needs. You are probably expending way too much energy ignoring all the stuff you’re tolerating and putting up with in your life.

REMEMBER:

“Most people are silently asking the wrong question. They’re asking, “Am I worthy of this goal?” That’s the wrong question. The real question is, “Is this goal worthy of me?””

Bob Proctor

Book and Other Resources:
- The Dance - Oriah Mountain Dreamer
- Non Violent Communication - Marshall Rosenberg
- Don’t Be Nice, Be Real - Kelly Bryson
- The Portable Coach - Thomas Leonard
- How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you’re not) - Otto Collins - www.newagemarketingebook.com
Problem #8: You Have Conflicting Beliefs about Marketing and Money.

But, self-worth may not be the problem.

You might be in the right business, have clear and powerful goals, understand that marketing Works and know a multitude of strategies, feel that you are absolutely worthy of receiving the money -- but are still not doing the marketing. If you are in this place then there is one -- and only one -- reason.

You have mixed feelings and conflicting beliefs about marketing and sales.

You move one step forward and then one step back. You have an approach avoidance thing going on.

You probably hate the thought of “pressuring” people. Sure, it could mean more money but it could also mean that people hate you. After all, think about how YOU feel when you think of “sales people”. You LIE to salespeople – everyone does. So if YOU become a sales person . . . people might lie to YOU.

So much of the marketing you know about is likely way outdated - there are now many more effective, ethical and sensitive ways to market your business that will feel just wonderful to you.

Consider that you handled the first seven problems. You still might not be home free. Why? Because you might be using outdated marketing tactics. The truth is even if you take outdated marketing tactics and apply them rigorously -- they will produce results. But the question is, "how high is high?". Most businesses settle for so much less than they deserve. If you are still grounded in "old school marketing" you are working much harder than you need to.

Sounds appealing, doesn’t it?

Remember: Marketing is 80% mindset and 20% mechanics.

Symptoms of This Problem:
• The thought of marketing gives you both pleasurable feelings and painful feelings.
• You associate marketing with being: slick, slimy, fake, putting on a mask, selling out on your integrity, not telling the truth, exaggerating claims etc.
• You feel a lack of integrity in your life, you know you’re on your path and adding incredible value but hate to talk about it.
• You look at other people’s marketing and judge it.
• You have a belief somewhere that “it isn’t spiritual” to make a good living.
• You have a self-concept that won’t allow you to “think abundance” instead of scarcity.
• You haven’t figured out that your “healing work” or “activism” can be more than just that - it can be a business and a way to make good money.
• You don’t notice and talk about your successes. You take an “it was nothing” attitude. If it was nothing, then what’s the point of the work anyway?
• You believe that marketing leads to rejections,
• You tell yourself any of the following:
  • “it probably won’t work anyway so why bother?”
  • “if i ask for business or referrals it will sound like I’m begging.”
  • “people won't be interested in what I have to offer,”
  • “marketing doesn't work for THIS kind of business,”
  • “marketing just puts people off,”
  • “i don’t have time,”
  • “marketing is complete waste of time and resources,”
  • “it’s hard and it’s expensive;”
  • “only people with substandard services need marketing” (this is not true - even the greatest ideas how to be marketed at first)
• “I want to be seen as a service provider, not a slimy, snake oil salesman”
• “I can’t start marketing until I know exactly what to do”
• “I’m not qualified enough or educated enough to market myself.”
• “marketing is a bother and an interruption to people.”
• “i’m no good at writing”
• “i’m terrified of public speaking - so how could i ever market myself”

**RATE YOURSELF:**
1 2 3 4 5 6 7 8 9 10

**Solutions:**
1) Invest heavenly in marketing and sales training based on “no pressure” philosophies. I suggest this link above all others: [http://www.unlockthegame.com](http://www.unlockthegame.com)

2) Draw a line down the center of a page. ON one side you will write all of the positive associations and words that come up when you think of, “Marketing” and on the other side all the negative connotations. Brainstorm all the mixed associations you have about marketing. Good and bad. Notice how you feel when you think about marketing. Sometimes awareness is curative.

3) Talk to people who do sales and marketing who have purely positive feelings about it and model their beliefs.

**Book and Other Resources:**
• Monopolize Your Marketplace - Richard Harshaw
• Getting Everything You Can Out of Everything You’ve Got - Jay Abraham
• [www.unlockthegame.com](http://www.unlockthegame.com)
• Attracting Perfect Customers - Stacey Hall
• The 22 Immutable Laws of Branding - Al Ries
• The Irresistible Offer - Mark Joyner
• Permission Marketing - Seth Godin
• All Marketers Are Liars - Seth Godin
• The Soul of Money - Lynne Twist
• The Ecology of Commerce - Paul Hawken
• The Small Mart Revolution - Michael Shuman
• Business As Unusual - Anita Roddick
• [www.actionplan.com](http://www.actionplan.com) - The work of Robert Middleton
• How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you’re not) - Otto Collins - [www.newagemarketingebook.com](http://www.newagemarketingebook.com)
Problem #9: You Have No Systems for Marketing

Even if you have handled the first six problems, this one could deal your business a near fatal wound.

“Most of the stress in business is self imposed. It can result from setting unrealistic goals with no model in place. With no model in place it’s easy to go off on tangents disguised as opportunities.” - Mark LeBlanc

In the short term, you can grow a business simply by focusing on sales and marketing. There are many entrepreneurs who built a business up to $1 million simply by working half days [12 hours] and focusing almost exclusively on sales and marketing. However, every business owner gets to a certain point, where they need to bring in other people to do this sales and marketing if they want to keep growing the business. However, if all of the “institutional knowledge” about the selling and marketing process resides in your head -- the salespeople you hire will only be a fraction as effective as they could be.

And, truth be told, even with yourself, if you don't have clear systems and strategies for marketing that you follow every single time -- your own the results will be less than stellar. If you don't have systems, you will work 10 times harder than you need to. That's the truth.

Most small business owners get into business to turn a hobby into income and find themselves stuck with a business that owns them. See Mary bake organic pies. See Mary open an organic bakery. See Mary grow very old, very fast.

Success in business is no different than success in any other area of life -- you must understand the power of the fundamentals. Success is the result of simple things done over and over. There is a huge difference between having an excellent game vs. having ‘game excellence’. If you don't have a system that you follow every single day you are doomed to mediocrity. If you don't have a series of systems your business will be caught in a perpetual feast or famine. Boom or bust.

The Grand Master of Tae Kwon Do in the USA (Grand master Joon Ree) only teaches five moves. Everything he teaches can be broken down into five simple moves that you do over and over and over. Marketing is not some abstract incredibly complex process -- your business is the result of simple basics that are done again and again and again. If you have no systems or rituals then you are trapped. You are the only person who can do the jobs.

Symptoms of This Problem:
- You don’t even know what the “fundamentals” are.
- Sleepless nights
- Poor cash-flow
- Frequent wrong decisions
- High employee turn over
- High stress leading to strained relationships, snapping at people and illness etc.
- You have the same problems in business that you had last year – or they've gotten worse
- You are constantly trying to find some “new” solution to your problems (again – the same problems you had last year).
- You feel trapped in your business – like it will collapse without you.
- Whenever you leave on vacation your business stops.
- You lose things a lot.
- You find yourself in “crisis” mode a lot.
- Everything seems to take much longer to do than you thought it would.

**RATE YOURSELF:**
1 2 3 4 5 6 7 8 9 10

Solution:

1) Schedule one hour every single week during which you work on the business not in it. Sixty minutes where you work on systems. Make this religious. Never miss it.
2) Create a “capture binder/book” that you carry with you at all times (especially when at work) and use to capture any ideas you have around improving your business.

3) Answer the following questions:
   a. Write down all the ways you sell or market currently
   b. Do you:
      i. Track how often or many of each you do?
      ii. Track results from each effort?
      iii. Compare these results?
   c. Ask for referrals from every client?
   d. Do you follow up at least once a month?
   e. Do you have a customer database from which you can email and do mail-outs? Can it sort by frequency, amount of purchase etc.
   f. Do you, at regular intervals, step back and work on the business?
   g. Do you have a system to capture and implement new ideas?

**Problem #10:**
Your Business Is Unattractive to You

Boy, I could have listed this as the #1 problem.

Sometimes I find that folks are in the right business, but the way they’ve set it up doesn’t work for them. For example: they’re an evening person but their bakery seems to need them to get up at 4a.m. Or they’re a real people person, but they’ve set up their work in a way that has them alone at a desk all the time.

**Symptoms of This Problem:**
- You find yourself avoiding giving out business cards, brochures, or even your website address because you’re secretly embarrassed by them.
- You find yourself avoiding work a lot. Not consciously. You just begin to notice that you’re doing other things a lot.
- You find yourself giving disclaimers a lot about why your business isn’t where it should be.
- You feel vaguely unsatisfied with your business but can’t place it.
- You love it when you’re actually doing the work, but you’ve set up your business so that you’re doing a lot of administration and very little of the work you’re passionate about.
- You feel like you’re over-promising a lot.

**RATE YOURSELF:**
1 2 3 4 5 6 7 8 9 10

**Solution:**
1. **Get yourself organized.** Take a weekend and just go through your office. Get everything in order.
2. **Beautify:** Write down everything you find unattractive, unappealing, disgusting, dishonest or icky about your business and then identify the top 20% that disturb you the most. Then commit to changing them.
3. **Schedule time** to make your business more attractive.
4. Sit down in a quiet place for an hour and ask yourself, “What needs of mine are not being met.
by my business?” Get clear and then commit to changing things to meet those needs.

5. Think about ways you could add ten times more value to your existing clients. When you are focused on giving, you will instantly feel much more attractive to yourself.

6. **Boot out Dead Beat Clients:** Divide your list of clients into three piles. First: who are the clients you most love? Second: who are the clients that aren’t half bad. Third: who are the clients you hate? Get rid of the ones you hate and watch your energy soar. Use that as a chance to also get clearer about what kind of clients you really want.

**Book and Other Resources:**
- **Attracting Perfect Customers** - Stacey Hall
- **The Portable Coach** - Thomas Leonard
- **The E-Myth** - Michael Gerber
- **Organizing Yourself from the Inside Out** - Julie Morganstern
- **Radical Business “Attraction Workshop”** - Tad Hargrave
- **Radical Business “USP Workshop”** - Tad Hargrave
- **Radical Business “Ideal Workshop”** - Tad Hargrave
- **Radical Business “Vision Workshop”** - Tad Hargrave

**+ BONUS PROBLEM: #11: Your Are Caught in Crisis**

This is a deep problem. It’s an addiction. If you’re facing it, don’t take it lightly. Being in a crisis is one thing, but for most of us it’s worse: we’re caught up in the crisis mentality. It’s an urgency adrenalin addiction.

**Symptoms of This Problem:**
- You feel like you’re over-promising a lot.
- You have an extremely difficult time saying ‘no’ without feeling guilty.
- You’re often late for meetings.
- You have trouble breathing.
- You constantly experience a low level stress.
- You enjoy making big promises and commitments just for the thrill of figuring out how you’ll do it.
- Friends complain that you don’t return calls.
- You’re often breaking promises to people and letting them down. Your friends and clients often feel hurt and disappointed.
- You are always busy with something.

**RATE YOURSELF:**
1 2 3 4 5 6 7 8 9 10

**Solution:**
1. **Get yourself organized.** Take a weekend and just go through your office. Get everything in order.
2. Get a day timer if you don’t have one. Write down commitments.
3. Take a time management course.
4. Go on a “Promise Fast” for 30 days. No promises or commitments allowed. You’d be amazed at the powerful impact this can have on you.
5. Make yourself a rule to never commit on the spot. Whenever someone asks you to do something just say, “You know what, can I get back to you on that?” By refusing to commit in the moment you remove yourself from the
social pressure of saying ‘yes’ and can make a clearer decision later.

6. Before you make any commitment double the amount of time you think it would take you and promise that. Give yourself some buffer room.

7. Write down all of the things your committed to and decide to drop at least one. Just say ‘no’ and walk away.

8. Schedule a non-negotiable one hour a week to start a ‘Marketing Practice’ just like you’d have a Yoga Practice. Do it with a friend to help it stick.

9. Get yourself a life coach. If it’s serious enough - go see a therapist.

10. Remember: you are not responsible for how other people feel. You can be responsive TO how they feel in response to you. You can be responsive when you trigger them, but you are not responsible for their feelings. Another person might not have been triggered.

**Book and Other Resources:**

- **First Things First** - Steven Covey
- **Don’t Be Nice, Be Real** - Kelly Bryson
- **Non-Violent Communication** - Marshall Rosenberg
- **Attracting Perfect Customers** - Stacey Hall
- **The Portable Coach** - Thomas Leonard
- **The E-Myth** - Michael Gerber
- **Organizing Yourself from the Inside Out** - Julie Morganstern
- **Radical Business “Marketing Practice Workshop”** - Tad Hargrave
- **Radical Business “USP Workshop”** - Tad Hargrave
- **Radical Business “Ideal Client Workshop”** - Tad Hargrave
- **Radical Business “Vision Workshop”** - Tad Hargrave
- **In Praise of Slow** - Carl Honore

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**+ BONUS PROBLEM: #12: You Have No Clear Niche or Target Market**

This issue is so central to the myriad of problems I see. The niche is - in my mind - the white hot center of all your marketing. Sadly, it’s a problem most entrepreneurs have. Even more sadly, it’s one they don’t know they have.

**Symptoms of This Problem:**

1) Your marketing strategy consists of "just getting your name out there".

2) Your target is, "People who can afford me."

3) Your Unique Selling Proposition is a lame platitude such as, "I work to truly understand my client's needs."

4) You wish you didn't look just like the competition.

5) You define it by age, income and geography.

6) Your word-of-mouth strategy is based on lines like, "The highest compliment you can pay us is the referral of a friend."

7) You blew your marketing budget on advertising that did nothing for you.

8) You don't like your clients.

9) You can't easily give five specific answers to this question, “Where do your clients already spend their time, money and attention?”

10) You are having trouble crafting an irresistible offer that your clients and prospects go crazy for. Your offers seem ‘good’ but not ‘irresistible.’

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The Horrible Hundred + - Radical Business Intensive - www.tadhargrave.com 17
11) Or, you've run plumb out of fresh marketing ideas.

12) You have no idea how to answer the question, “Where does your niche hang out? Where do they already spend their time and money? Who do they already trust?”

**RATE YOURSELF:**
1  2  3  4  5  6  7  8  9  10

**Solution:**

1. Choose a niche to fiddle with as a specific promotion - don’t simply make arbitrary, business changing decision - but do start picking some niche markets you can experiment with.

2. Do the “Niche Workshop” listed below.

**Book and Other Resources:**

- **Radical Business “Niche Workshop”** - Tad Hargrave
- **Attracting Perfect Customers** - Stacey Hall
In other words - it’s resistible. The core of marketing is the offer. Most people make the mistake of designing their product and service first and then thinking, “okay, now how are we going to sell this?” That’s backwards. The premise here is that marketing is somehow an ‘add on’ to the process vs. a direct result and expression of how good your offer is.

Business is a quid pro quo - “this for that.” It’s an exchange - and people are always asking themselves, “what’s the ROI here? What’s in it for me? Is this worth it?”

The core of irresistible marketing is not slick campaigns but offering incredible value for the money. And then making sure that people understand it.

You want people saying to themselves, “Damn. I’d be a fool to do business with anyone else.”

**Symptoms of This Problem:**

1) When you share what you have to offer with people in your niche they say things like, “Cool. That’s pretty neat. Good luck with that. Never change. Have a neat summer.” vs. “Wow! Hell yeah! OMG I’ve been looking for something just like that.”

2) You feel uncomfortable promoting what you do. Your offer doesn’t feel exciting or irresistible to you.

3) It seems like you need to spend a lot of time convincing people of the value of what you do.

4) You’re not getting many referrals from current clients.

5) People are often confused about what it is that you do.

6) You have no good answer for, “why should I do business with you vs. the competition?”

7) You have no idea of what you’re competition is offering.

8) You’ve wasted a lot of time and money on marketing and advertising that hasn’t worked.

9) You’ve only thought about the product or service you offer but not about the whole process surrounding buying from you (e.g. you think about the car but not the appearance of your car lot or the vibe people get from the sales people).

10) You made the mistake of designing your product and service and then thought, “Now how do I market this?” vs. weaving the marketing in from the beginning.

**RATE YOURSELF:**

1 2 3 4 5 6 7 8 9 10

**Solution:**

1. Identify the common ‘industry frustrations’ (e.g. Plumbers often show up late, don’t fix it right the first time and charge more than the initial quote) in your own industry.

2. Start fresh - what do your ideal clients really, really want? If they could have it any way - what would that look like?

3. Decide to do whatever it takes to increase the attractiveness of the following nine factors: your appearance, the words you say, the tools you use, your location, your attitude, your response time, the clothes you wear, the people you connect with, the groups you belong to.

**Book and Other Resources:**

- Radical Business “Irresistible Offer Workshop” - Tad Hargrave
- Monopolize Your Marketplace - Richard Harshaw
- Getting Everything You Can Out of Everything You’ve Got - Jay Abraham
- The Irresistible Offer - Mark Joyner
Twelve Realities Of Marketing
Jay Conrad Levinson, Bestselling Author, Guerilla Marketing

<table>
<thead>
<tr>
<th>Old Mindset</th>
<th>New Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional marketing practice <strong>requires that you invest money</strong> in the marketing process.</td>
<td>The theory of guerrilla marketing is that your <strong>primary investments</strong> should be <strong>time, energy, and imagination</strong>.</td>
</tr>
<tr>
<td>Traditional marketing practice is <strong>geared to big business</strong>, recommending tactics associated with huge corporations and their traditionally large budgets.</td>
<td>Guerrilla marketing is geared to <strong>small business</strong>. Every word of every sentence on every page of every guerilla marketing book is directed at the small-business owner with a big dream but not a big bankroll.</td>
</tr>
<tr>
<td>Traditional marketing practice <strong>measures how well it's doing by sales</strong>.</td>
<td>Guerrilla marketing is based on the reality that anybody can find a way to drum up high sales. But high sales, fast turnover, strong response rates, and heavy store traffic are meaningless if you aren't generating consistent profits. <strong>The primary measuring stick for guerrillas is profits</strong>.</td>
</tr>
<tr>
<td>Traditional marketing practice is <strong>based on experience and the judgment</strong>, which involves guesswork.</td>
<td>Wrong guesses are too expensive for guerrillas, so guerrilla marketing is based on the <strong>science of psychology</strong> - laws of human behavior. There are certainties we can assume regarding purchase patterns, and guerrillas focus on these certainties.</td>
</tr>
<tr>
<td>Traditional marketing practice suggests that you increase your business's production rates and then <strong>diversify by offering allied products and services</strong>.</td>
<td>Guerrilla marketing suggests that you veer away from diversification and look at your <strong>focus</strong>. <strong>Your job is to create a standard of excellence with an acute focus</strong>, and excellence falls by the wayside when diversification occludes it.</td>
</tr>
<tr>
<td>Traditional marketing practice encourages you to <strong>grow your business linearly</strong> by adding new customers.</td>
<td>Guerrilla marketing never scoffs at new customers and makes a concerted effort to add them continually, but encourages you to <strong>grow your business geometrically</strong>. Guerrilla marketers must aim for more transactions with existing customers, larger transactions, and referral transactions by using the immense power of customer follow-up and outrageously good service.</td>
</tr>
<tr>
<td>Traditional marketing practice asks that you look around for opportunities to <strong>obliterate the competition</strong>.</td>
<td>Guerrilla marketing asks you to forget competition temporarily and to scout opportunities to <strong>cooperate</strong> with other businesses and support one another in a mutual quest for profits.</td>
</tr>
<tr>
<td>Traditional marketing practice would have you believe that <strong>advertising works or that direct mail works or that a Web site works</strong>.</td>
<td>The guerrilla marketing theory proves that that is nonsense. The days of single weapon marketing are behind us. <strong>Marketing combinations</strong> are what work. If you combine advertising with direct mail and a Web site, each one will help each other to work better.</td>
</tr>
<tr>
<td>Traditional marketing practice urges you to <strong>count your receipts</strong> at the end of the month to see how many sales you've made.</td>
<td>Guerrilla marketing suggests that you concentrate on how many <strong>relationships</strong> you've made each month. Each relationship can lead to a plethora of receipts and sales.</td>
</tr>
<tr>
<td>Traditional marketing practice <strong>doesn't encourage the use of technology</strong> because the technology of yesterday was too complicated, too expensive, and too limited.</td>
<td>Guerrilla marketing urges you to <strong>embrace the technology of today</strong> because it is simple to use, inexpensive to purchase, and limitless in its ability to empower your business on the marketing front.</td>
</tr>
<tr>
<td>Traditional marketing practice identifies a <strong>handful of weapons</strong> that promote your business, all of which are relatively costly.</td>
<td>Guerrilla marketing identifies at least <strong>100 weapons you can use to boost your profits</strong>, and half of them are free.</td>
</tr>
<tr>
<td>Traditional marketing practice intimidates many small-business owners because it is enshrouded by <strong>mystique and complexity</strong>.</td>
<td>Guerrilla marketing <strong>removes the mystique</strong> and exposes marketing for exactly what it is, putting you in control.</td>
</tr>
</tbody>
</table>
The Horrible Hundred+
SCORECARD:

10 = It’s a BIG problem
1 = It’s NOT a problem

Problem #1:
You’re in the Wrong Business - You Don’t WANT to Build It up.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #2:
You Aren’t Willing To Take Full and Total Responsibility For Your Marketing.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #3:
Marketing Is Not A Priority.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #4:
You Have No Marketing or Business Goals.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #5:
You Don’t Think Marketing Works – You Feel like You’re Flushing Money Down The Toilet.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #6:
You Don’t Know How.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #7:
You Don’t Think You’re Worth It.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #8:
You Have Conflicting Beliefs about Marketing.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #9:
You Have No Systems for Marketing.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

Problem #10:
Your business is unattractive to you.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

*BONUS PROBLEM #11:
You are caught in crisis.

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

*BONUS PROBLEM: #12:
You Have No Clear Niche or Target Market

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

*BONUS PROBLEM: #13:
What You’re Offering Isn’t irresistible

RATE YOURSELF:
1 2 3 4 5 6 7 8 9 10

FINAL SCORE:
______/100

Top Three Problems:

1.
2.
3.
Summary: Write out a short summary for the Weakest 5 Areas and the Top 3 Areas. This step is crucial to help you internalize and integrate and understand the numbers/results in your own words.

Weakest 5 Areas:

Top 3 Areas:

Top 3 Resources You’re Going to Get & Use:

DEBRIEF
What are the top three things you learned or realized by doing this?
1.
2.
3.

Three Actions I Need To Take Immediately:

1) (I’ll give you one action to start with!) Pick 5 statements you couldn’t say were true in your lowest areas and commit to making them true within 3 months.

2)

3)
Next Steps:

If you would like to explore working with me - just drop me an email at tad@tadhargrave.com with the particular problems and challenges you’re facing and we can take it from there.

For new folks I offer four main things:

1. **my free newsletter** - this will keep you posted on when I’m doing workshops in your area, resources and events you might find useful as a conscious, local entrepreneur and tricks and tips you can use to make your business even more irresistible. You can sign up on the left hand side of my website - www.tadhargrave.com

2. **a blog** with all the archives from my newsletters plus a lot of additional, carefully chosen conscious content - www.radicalbusiness.blogspot.com

3. **free video coaching** - check out over two hours of life video footage of me teaching the core of my marketing perspective. You’ll even see me do card tricks. True story. www.youtube.com/radicalbusiness

4. **an initial 90 minute consultation** ($400 of time on a pay what you can basis). www.tadhargrave.com/consulting

I look forward to connecting with you soon.

Warmest,
Tad

www.tadhargrave.com
A STRATEGIC WORKSHOP:

The Radical 180°

A Marketing Diagnostic For Conscious Entrepreneurs
(version 2.0)

©Tad Hargrave, Radical Business
tad@tadhargrave.com
The Radical 180°

You are about to read a list of 180 statements.

Some will be true for you -- others will not. You will put a check mark in the box next to all of the true statements and add up your check marks at the end. Each check is worth one point. The more points you get -- the closer to 180 -- the better.

This tool is a diagnostic -- and checkup -- to see how you are really doing with your marketing your business.

The results will give you a frank and honest appraisal of where you are at -- if you are frank an honest. Consider it a second opinion. I know many business owners who are sadly deluded about where they are. Most people think they're doing much, much better than they are.

Answer these questions as bluntly as you can, because you may be delighted to find out you are actually doing quite well -- of course, you may also be “inspired” to see how much room you have to grow. The most important thing is that there's no blame or shame -- you are doing the best you can.

My goal -- should I work with you as a client -- is to help you check off all of the 180 statements. Is that possible? Maybe. Maybe not. Not all of the statements will apply to your situation. If you see a statement that does not apply to your situation -- but you think you could replace it with a statement that would work for your industry, feel free to do so. Getting a perfect score is extremely difficult -- but possible. If you could even get 75% of these consistently you would dominate your marketplace. Seriously.

Context Setting:

Before you begin -- and it is important to actually do this -- it is vitally important that you set the appropriate context.

1) Write down your best, realistic projected profit or revenue over the next 12 months:

PROJECTED:

_________________________________________
2) Close your eyes - imagine that - with no effort you were making 10% more than this. 20% 50% Double? Triple? Ten times?

3) If you knew that your income would double in the next year, list up to five things that you would do with that money? Where would you spend/invest it?

   a.
   b.
   c.
   d.
   e.

Why did I have you do all that? Because those five things are much closer than you think. If you get above 80% on this Clean Sweep consistently doubling your income will simply be a natural side effect. It's very much a “do this” and you will “get that” scenario. Most entrepreneurs have no idea about the power of marketing.

A Few Important Points:

1) **These 180 statements have been chunked into five different Categories** each of those Categories has four or five different Headings underneath it -- with the exception of Category five which has only one heading. These different sections are important because you may be virtually invincible in one area, but dangerously vulnerable and weak in another.

   And you may not know which is which.

   When you finish you will know where to focus first for improvements and where a pat on the back is long overdue. Awareness is the first step. At the end of the document I will help you make sense out of all these numbers.

2) **They are ranked in order of importance and priority.** They are in the order they are in for a reason. There is a logical and sequential progression from the first heading under Category One to the last statement in Category Five.

3) **Some of the statements may not make sense** for your industry or for the nature of your business. If this is the case, you can either ignore the statements -- and not count them towards your final score -- or replace them with a more suitable statement.
4) **There is built in redundancy** – a variation of one statement will appear in two different places. This is intentional. One phrase may not apply but a slightly different wording of it might.

5) If the statement "sort of" applies to you and you want to give yourself a half a point... go crazy. The trick is that sometimes we say one thing, but do the opposite: We sabotage ourselves and then don’t know what just happened.

One client told me that, “One item in particular that I left blank was “My business gives me far more energy than it takes”. This is a tough one. When I am in a really good flow, I don’t want to do anything but the business. And when things don’t seem to be going right or I lose focus, the business is a huge drain. A multiple choice selection for the answer would be really nice for this item. If, perhaps, you are looking for an ‘overall, which way do the scales tip?’ answer, a clarification would be helpful.” Because of formatting, a multiple choice approach could be a bit much so here are some options for what you do when you’re confused:

a) You can decide to only check off things you do consistently. Make a conservative decision – which way do the scales tip most often? Do I REALLY do this consistently or not?

b) You can give yourself a sort of “percentage” - you could say, “I do that about 75% of the time and put a 0.75 next to it. Or a 0.5. Go crazy.

c) Again, you can just replace them with a sentence that makes more sense.

6) **It may shock you.** The effects of this Radical 180° are often most powerful on those who think their marketing is already as strong as it can get. Most people who think they’re doing very well are actually shocked to see how low their score is. You, on the other hand -- might be shocked to see how high it is. Who knows? The sooner you start -- the sooner you’ll know.

7) **This will probably take you about 30 to 45 minutes to complete.** Don't rush it but also don't overanalyze your answers.

Some of the statements may seem counterintuitive. But all of them are time tested and proven winners in the market place. Successful entrepreneurs do these things.

**Congratulations on doing this.** This isn’t urgent, but it is important. Many people live their lives in a crisis of constant reaction. They never invest in the long term. They don’t exercise, they don’t spend time communicating with their children. They don't commit to spending time learning how to improve their business. Many people live their lives focused only on what is urgent.
The difference between living a successful and fulfilling life vs. struggling in a desperate one is often where people invest their time – on urgent things or those things which truly matter.

This time to reflect on your business is not urgent – no one is pressuring you to do it. You have carved out this time because you know it matters – you know it’s important. Congratulations.

Warmest,

Tad Hargrave
Radical Business 780.433.2421
tad@tadhargrave.com
CATEGORY ONE:
Your Four Relationships

1. RELATIONSHIP TO YOURSELF

- I'm clear on my personal strengths and weaknesses.
- I am adrenaline-free.
- I am addiction-free.
- I am a model for other entrepreneurs.
- I take excellent care of my health.
- I don't "do" stress. Nothing is worth that.
- I have plenty of personal funds.
- I'm proud of myself as I am. I don't have anything to prove, and I don't push myself too hard. I know it's out of integrity to do so.
- I have something "better to do" after work each day, than work.
- I am putting aside plenty of funds with which to become financially independent.

________________________ = TOTAL POINTS

RATED LOW? HERE'S SOME RESOURCES:
- The Portable Coach - Thomas Leonard

2. RELATIONSHIP TO BUSINESS

- It is a must -- not a should -- for me to handle my marketing powerfully and effectively.
- I am passionate about my business -- it is one of the highest priorities in my life -- it is not a hobby "on the side".
- I feel a deep level of caring, affection and love for my clients -- I'm more in love with them that I am with my business.
- My clients enjoy and have fun doing business with me.
- If I were to be totally honest, the phrase which best describes my relationship to my clients. A client is someone:
  a) Who annoys me. (-2 pts)
  b) I sell to. (-1 pt)
  c) Buys stuff from me. (0pts)
  d) Under my care, guidance and protection. (+1pt)
- I believe it is possible to double, triple or even quadruple my current revenue with the same amount of effort if I could only develop better strategies.
- My business gives me far more energy than it takes.
- When I think about being in this business 3 years from now I feel happy and excited.
- When I look at my current situation I feel:
  a) Frustrated. (-1pt)
  b) Complacent. (0 pts)
  c) Content. (+1 pt)
  d) Grateful, but always trying to improve. (+2pts)
- Right now, I honestly see marketing as:
  a) An arcane sort of magic that I don't get? (0 pts)
  b) Something reserved for big businesses with big budgets? (0 pts)
  c) The ultimate source of leverage in my business -- a science and set of systems that any business can adopt? (+1 pts)

________________________ = TOTAL POINTS

RATED LOW? HERE'S SOME RESOURCES:
- Radical Business “The Horrible Hundred+” - Tad Hargrave
- Monopolize Your Marketplace - Richard Harshaw
- How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you're not) - Otto Collins - www.newagemarketingebook.com
3. RELATIONSHIP TO TRUTH:

I’m totally upfront and honest with my clients about the following things whenever they ask -- perhaps even before they ask:

- What's in it for me? -- what is the self interest behind all of my generous offers?
- My profit margin.
- What I expect of them and what they can expect of me.
- The logic in the reasoning behind my marketing strategies and offers
- The fact that I don't know -- 100% -- if I can help them. Maybe I can and maybe I can’t. I never walk in feeling overconfident that I can help them – I feel valuable but also humble and open.
- What the "catch" is in any generous offer that I am making -- they know there's a catch so I tell them what it is.
- The "flaw" in what I am offering. People know that nothing is perfect so I make sure they know that I understand that as well.
- My logical reasons for making such a generous offer and how I can afford to justify it (if I'm selling a product at a discount because I am overstocked -- I tell them that is why).
- Everything that goes into creating my product or service (e.g. I don’t assume they know that I use only the finest domestically grown, organic and fair trade coffee in my shop. I educate them.)
- When I screw up, I do not try to hide my errors but bring them up as soon as they happen and do whatever it takes to make good on them – even if I think they will never find out.

____________________ = TOTAL POINTS

4. RELATIONSHIP TO LEARNING:

- I'm willing to admit that there may be things about marketing that I don't know -- the knowing of which could change everything.
- I'm willing to admit that many of the solutions to my most pressing marketing problems may come from outside of my own industry -- from totally unrelated fields.
- I keep up-to-date on trends in my industry by reading magazines, reading books, or even newsletters, etc.
- I invest at least 10% of my time and 5% of my annual income into learning how to grow my business.
- I feel clear about the top 5 to 10 areas that I need to constantly not only focus on but improve within my business to make it grow.
- I read at least six books [or audiotapes and seminars] about business, sales and or marketing per year.
- I have looked at how my competitors market their businesses.
- I have looked at how people completely outside of my industry market their own businesses -- and thought of ways to use what they're doing in my own business.
- I learn from every mistake or client loss.
- I spend at least 2 hours per week simply reflecting on my experience and wondering how to improve my business.

____________________ = TOTAL POINTS

RATED LOW? HERE'S SOME RESOURCES:
- Radical Honesty - Brad Blanton
- How to Get Everything You Can Out of Everything You’ve Got - Jay Abraham
- The Fifth Discipline - Peter Senge
### CATEGORY TWO: Your Business Foundation

#### 1. CURRENT STATE: Where are you right now?

- I know the **lifetime value** of my client — I know exactly how much money [on average] a client will spend with me over the course of our relationship (and how much of that is profit).

- Rank the quality of your product(s)/service(s) from 1-10. Give yourself –1pt if you score 5 or under. Give yourself 0 pts if you score 6-7 and +1pt if you score 8-10. (10 would be the most superior product in your industry).

- Rank the quality of your customer service from 1-10. Give yourself 0 pts if you score 6-7 and +1pt if you score 8-10. (10 would be the most superior product in your industry).

- Rank the effectiveness of your marketing from 1-10. Give yourself –1pt if you score 5 or under. Give yourself 0 pts if you score 6-7 and +1pt if you score 8-10. (10 would be the most superior product in your industry).

- At least 80% of my clients fit my “ideal client” criteria.

- I know exactly how much it **costs to acquire a new client**.

- Give yourself a point for every year that you have been in business.

- My company is one of the leaders in the market.

- Profit margins have increased for core products or services over the last three years.

- Selling feels easy, natural and fun [versus false, like I’m compromising my integrity and pushing people].

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2. I HAVE RESERVES OF . . .

- **CLIENTS**: I currently have all of the clients I can personally handle.

- **INCOME**: Give yourself one point for every individual, distinct stream of income in your business.

- **PROFIT**: Profitability is not an issue or problem in my business.

- **SPACE**: Service and requests are fulfilled in record time, far faster than the customer expected. We under-promise and over-deliver.

- **REPUTATION**: The business has a strong reputation for delivering the best customer service.

- **CASH**: The company has more than sufficient resources to meet its short range objectives. Adequate cash is always available for emergencies.

- **INSPIRATION**: My business is a source of inspiration and energy [not stress and frustration].

- **PROTECTION**: There’s not much financial/legal risks to me the way I have set up my business. I can afford the mistakes that WILL be made.

- **MARKETING SKILLS**: I know how to do my marketing (e.g. write an effective ad OR I have someone I can hire to do it).

- **TIME**: I outsource and delegate as much as possible and refuse to be caught in “urgency addiction”. I focus on what is truly important.

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**RATED LOW? HERE’S SOME RESOURCES:**

- Monopolize Your Marketplace - Richard Harshaw

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3. TOOLS:

- I have a **computer**.
- I have a **laser printer**.
- I have **email** access.
- I have a **computer database** with all of my clients, and prospects entered into it. [I have at least their phone number, e-mail and mailing address].
- My **database can segment** my clients based on: how much money they spend, how often they have bought from me, and how many people they have referred.
- I have a good relationship with a **local print shop**.
- I have a **web site**.
- I have all the **stationery** I need [pens, paper clips, hole puncher is etc.] -- my office is fully equipped
- I have a clear **accounting system** that works well for me to let me know exactly how much money I currently have and that allows me to accurately project into the future.
- I have an **e-mail software/program** capable of telling me, who has read and/or responded to the e-mails I send out and how many times.

____________________ = TOTAL POINTS

4. SYSTEMS:

- I have developed at least three, formalized and systematized **referral processes**. Referrals are one of my strongest sources of new clients.
- I hold hour long **weekly meetings** with my staff focused entirely on how to improve the business -- working on the business instead of in the business [if I work alone, that I spend at least one hour a week doing this by myself].
- I regularly send out of hand-written **thank you cards** to my current prospects and clients.
- I have daily, weekly and/or monthly checklists on what must be done -- and by whom.
- All of my **files are organized** and alphabetized.
- I have an effective **system for qualifying prospects** so that I only spend my time talking to people who are ready to buy from me.
- I currently have systems to **track the results** of any and all marketing attempts -- and I use them.
- When someone becomes a client with me, I have a **clear written agreement** that they sign.
- I'm personally in touch with **each of my clients at least** once a month. I send information that is useful to my clients and prospects on a regular basis through a newsletter, e-zine, or other mailings.
- Quarterly planning sessions are conducted with managers and staff. Or I take a day, at least once a quarter to plan and strategize).

____________________ = TOTAL POINTS

**RATED LOW? HERE'S SOME RESOURCES:**

- **Monopolize Your Marketplace** - Richard Harshaw
- **The E-Myth** - Michael Gerber
- **First Things First** - Steven Covey
- **Radical Business “Marketing Practice” Workshop** - Tad Hargrave
CATEGORY THREE: 
Your Professional Identity

1. VISION:

- I feel very "on my path" in my life.
- I know exactly what I want, personally, out of my business. I remember what got me into it in the first place.
- I have a simple, crystal clear vision for where I want my business to be in the next year, in five years and in 10 years.
- My vision/mission statement is authentic and reflects my feelings and thoughts perfectly; it doesn't just "look good on paper."
- Each level of my vision can be summed up in seven words or less.
- All of the partners in my business, have bought into -- or helped create -- this vision.
- I have a compelling vision of the ultimate, positive impact I want my business to have on the world -- I'm not just in it for the money.
- I realize that I am not my vision and do not let it consume my whole life. Self-care is, in the long term, priority number one.
- My vision and mission statement genuinely excite me. They make me smile. I feel inspired by them -- not pressured.
- When I share my vision [at any level or timeframe] people "get it" right away.

_________________________________ = TOTAL POINTS

RATED LOW? HERE'S SOME RESOURCES:
- Radical Business “Perfect Vision” Workshop - Tad Hargrave
- Radical Business “Attraction” Workshop - Tad Hargrave
- The Portable Coach - Thomas Leonard
- First Things First - Steven Covey

2. CLARITY ABOUT CLIENTS:

- I have a clearly defined target market – I’ve given up trying to sell to “everyone”.
- My target market can afford to buy, what I am offering.
- I have easy access to my target market with the tools that I have currently (e.g. capacity to mailout, send emails, tele-market etc.).
- I know where to get to access of my target market. I know where they hang out, what magazines they read, what websites they visit, what associations they’re a part of etc.
- I have a clearly defined ideal client within my target market (e.g. target market = young lawyers and ideal client = community minded, good people skills, public speaking skills etc.)
- I can precisely and have written down the specific challenges and problems/pain my product/services solve for my ideal client.
- I can list the top five problems my clients face off the top of my head.
- I am clear on who my best clients are -- if you gave me 30 minutes I could show you a list of the top 20% of my clients.
- I have a clear vision of what I want to see for my clients.
- I know what my customers want and need even before they do.

_________________________________ = TOTAL POINTS

RATED LOW? HERE’S SOME RESOURCES:
- Radical Business “Ideal Client” Workshop - Tad Hargrave
- Attracting Perfect Customers - Stacey Hall
3. MY OFFER

- I am consciously constructing the **brand** of my business, versus letting it happen haphazardly.

- **(WORTH 4 PTS.)** I am consciously constructing and selecting my business' **Unique Selling Proposition** -- I have, a clear and powerful answer to tell prospects who ask me, "I have lots of companies offering me those services. Why should I buy from you?"

- I have a clearly articulated way of telling people what they get when they use my clients. I'm very clear about the results that I produce for people.

- I can clearly present several factors that differentiate my company’s product/services to prospects who are knowledgeable about my competitors.

- I know exactly how I compare to my competition in terms of the quality of my product/services, prices, and amount of selection.

- People in my target market see me as an expert in my field.

- The brand of my business is authentic and reflects who I am. It feels natural and doesn't require that I change or become artificial to fulfill its promises.

- My company name is unique, memorable, distinctive and short [vs. long and generic like "United General Contractors International"]

____________________ = TOTAL POINTS

**RATED LOW? HERE’S SOME RESOURCES:**
- Radical Business “USP” Workshop - Tad Hargrave
- Radical Business “Attraction” Workshop - Tad Hargrave
- Radical Business “The Deeper Need” Workshop - Tad Hargrave
- Radical Business “Wall of Risk” Workshop - Tad Hargrave
- Radical Business “Ad Writing” Workshop - Tad Hargrave
- The 22 Immutable Laws of Branding - Al Ries
- The Brand Called YOU - Peter Montoya
- The Irresistible Offer - Marc Joyner
- Monopolize Your Marketplace - Richard Harshaw
- Attracting Perfect Customers - Stacey Hall
- www.actionplan.com

4. ATTRACTIVENESS:

- I feel irresistibly attractive to myself. I'm comfortable in my own skin and very real and human. I don't need to put on pretenses.

- I'm clear on my own worst weakness and actually enjoy endorsing it as a tremendous benefit to my clients.

- I have designed my company and my product or service to be very, very attractive [versus promotive or seductive] to my market.

- I offer strong **guarantees** for my product/service.

- I ensure that I **clearly communicate my guarantees** to my clients before they buy.

- I set up each and every transaction, so that most of, all of or more than all of the **risk is on my side** -- not theirs.

- I have crafted a compelling response to the question, "what do you do?" that people immediately understand, they often say to me, "Wow. How do you do that?"

- I can easily and clearly explain to interested prospects, what I do in less than 30 seconds and how it benefits them.

- I can clearly answer the question "what are the specific benefits and results I would receive from using your product/service?"

- I know the specific words and phrases and mindset that triggers "sales pressure" and specifically how to diffuse it when it comes up.

____________________ = TOTAL POINTS

**RATED LOW? HERE’S SOME RESOURCES:**
- Radical Business “Attraction” Workshop - Tad Hargrave
- Attracting Perfect Customers - Stacey Hall
- The Portable Coach - Thomas Leonard
- Radical Business “Wall of Risk” Workshop - Tad Hargrave
- www.actionplan.com
5. WEBSITE

- There is an obvious space on my homepage where people can give me their name and email to get some free info and be added to my email list.
- The website does a great job of reflecting what I want it to be of my business.
- There is a page that talks about who you work with - the kinds of clients you work with. These are the kinds of problems and concerns my clients have (4-6 of them so at least 1-2 hits).
- There is a page that talks about how you do your work. A number of paragraphs - “these are the kinds of results you can expect if you work with us.”
- There is a page that talks about your philosophy in working with clients - we approach our work like this, these are our values/guiding philosophy in working with people.
- There is a page that gives people detailed information about particular services: purpose of these services - here you need more than few paragraphs. You need several scrolling pages (5-15 non-stop pages is fine). It should answer almost every question. Almost like a Q&A session between you and them.
- There is a page that gives people specific case studies of your work in action - here’s the client, here was their problem, we did this and this and here’s what happened.
- There is a page that gives people information about you personally. Your bio and the bio’s of your employees or partners too. This lets people know why you are qualified and credible. This section needs humanity and personality.
- There is a page that gives people our contact information: “Thanks for visiting. If you call us, here’s what will happen and what we’ll do.” 1/2 page to page long.
- There is a page that gives people FREE INFORMATION (that shows your expertise): This could take the form of: Articles, Transcripts of talks and teleclasses, recommendations to books, free reports etc.

RATED LOW? HERE’S SOME RESOURCES:
- www.techiecoach.com
- www.actionplan.com
- www.conversantcreative.com
- www.atlanticwebfitters.ca
- www.sitesell.com
- www.unlocktheinternetgame.com
CATEGORY FOUR:
Generating Strong Cashflow

1. VALUE:

- I know -- in my heart of hearts -- that the world and my community is better off because of the existence of my company, products and services.

- I know -- in my heart of hearts -- that my clients are better off having used my product or service then not having used it.

- I know -- in my heart of hearts -- that my product/service delivers as promised -- and then some. It does what I say it will... plus a little extra.

- I know -- in my heart of hearts -- that my clients are better off under my care and guidance than the care and guidance of my major competitors.

- I know -- in my heart of hearts -- that I am giving my clients many times the value I’m asking them to pay.

- I feel confident and comfortable in asking for money from my clients -- I feel strongly that I am worth it. I have a well-defined pricing strategy and / or proposal outline that explains what my clients get from me, not just what I do.

- Value is continuously being added to products and services, whether my customers ask for it or not.

- My business has an objective system to quantitatively measure customer satisfaction.

- I have put together a savvy five-member board of advisors with whom I meet monthly and respond to their council.

- I update my policies and procedures manual [or whatever form my systems take] at least annually so that clients get the level of service they deserve.

2. PROFITABILITY

- My company is profit-driven versus merely revenue-driven.

- I am naturally frugal (vs. cheap), although I'm willing to invest cash in my business to make even more money.

- There is a strong, profitable future in my field or industry. I'm not selling buggy whips or hoola hoops.

- I am not over-leveraged, and I'm not pushing to maximize every single opportunity. I have patience for the market to decide and buy.

- I have future plans for additional products and revenue streams

- All bills are routinely paid on time.

- I know the average percentage of my revenues that I'm currently spending [or anticipate spending] in each of these categories: all marketing materials, sales efforts, office equipment and supplies, ongoing marketing campaigns.

- I am constantly working to expand the back end of my business -- I realize that the vast majority of my wealth will come from the future and ongoing transactions that I engage in with my client. All of my services/products are packaged so that they produce an ongoing stream of income, not just a onetime sale.

- The accounting and bookkeeping is being done easily, accurately and on time.

- I get, or create, frequent reports, so I know exactly where I am financially (at least quarterly).

____________________ = TOTAL POINTS

RATED LOW?

HERE’S SOME RESOURCES:
- Megan Gelhar - www.moneywhisperer.com
- The Great Formula - Mark Joyner

VALUES BASED BUSINESS - Mal Warwick
MONOPOLIZE YOUR MARKETPLACE - Richard Harshaw
THE IRRESISTIBLE OFFER - Marc Joyner
RADICAL BUSINESS “USP” WORKSHOP - Tad Hargrave

The Radical 180 - Radical Business Intensive - www.tadhargrave.com
3. MARKETING STRATEGIES:

- I understand clearly, the difference between strategy and tactics in marketing.

- I have a big picture, and an overall strategy on how to get from where I am today to my vision [where I want to be] and every major decision supports that single strategic direction.

- I utilize at least five different ways/tactics to market my products or services.

- I consistently offer my clients other products and services, up-sells, add-ons etc. at the point of purchase.

- I have identified the specific locations and networks where my ideal clients hang out.

- I consistently spend time at, network in and market to those locations and networks.

- I could do a stadium pitch. Stage fright aside -- if I was put in front of the Stadium crowd of 30,000 people, and I had five minutes to present my business to them -- I could strongly capture their interest and attention - even if they were told that they could get up and leave if they were not absolutely riveted to their seats by what I was saying.

- I am currently engaged in developing strategic partnerships with other noncompetitive businesses.

- I have, or am currently engaged in, collecting endorsements from people of influence.

- I have identified the most common objections, I hear from prospects and have developed at least three strong, non-defensive responses for each one.

____________________ = TOTAL POINTS

RATED LOW? HERE’S SOME RESOURCES:

- Radical Business “USP” Workshop - Tad Hargrave
- Radical Business “The Deeper Need” Workshop - Tad Hargrave
- Radical Business “Wall of Risk” Workshop - Tad Hargrave
- Radical Business “Ad Writing” Workshop - Tad Hargrave
- The Irresistible Offer - Marc Joyner
- Monopolize Your Marketplace - Richard Harshaw
- How to Market Your Holistic Health Care or New Age Business Like a Pro . . . (Even if you’re not) - Otto Collins - www.newagemarketingebook.com

4. WHAT I DO FOR MY CLIENTS:

- I tell my clients - upfront - exactly what they should expect from me.

- I tell my clients - upfront -- exactly what I expect of them.

- I will never let my clients buy more than they need.

- I will never let my clients buy less than they need.

- I consistently under-promise and over-deliver. When I make promises they are clear and unambiguous as to what results my clients can expect.

- I keep clear and easy to understand records of all interactions I have with my clients.

- I make sure that I do my best to add value to my client in every communication I have with them -- at least half of my communications to the client are valuable pieces of information, not just a pitch for my latest product or service.

- I always give an apology, and make good, if I screw up -- even if I think my clients will probably never find out.

- I give special treatment to all of my best clients and make sure that they feel loved and cared for.

- I let my clients tell me what they need/want to buy, and I create/sell them THAT versus trying to come up with what I think they want or should need. I am an extraordinary listener of unspoken requests and needs my customers and prospects have.

____________________ = TOTAL POINTS

RATED LOW? HER’S SOME RESOURCES:

- Radical Business “USP” Workshop - Tad Hargrave
- Radical Business “Business As A Long Term Relationship” Workshop - Tad Hargrave
- Radical Business “Ideal Relationship” Workshop - Tad Hargrave
- Radical Business “Wall of Risk” Workshop - Tad Hargrave
- Radical Business “Ideal Client” Workshop - Tad Hargrave
- The Irresistible Offer - Marc Joyner
- Monopolize Your Marketplace - Richard Harshaw
- Attracting Perfect Customers - Stacey Hall
- The Portable Coach - Thomas Leonard
- What Clients Love - Harry Beckwith
5. WHAT MY CLIENTS DO FOR ME. THEY CONSISTENTLY:

- Show up on time for meetings that we set.
- Refer their friends to me.
- Pay me on time. I carry very few receivables -- less than 5% of my clients currently owe me money.
- Give me ideas on how to make my business better.
- Treat me with respect and dignity.
- Give me honest feedback if I do something they don't like.
- Appreciate me verbally for the good work I do.
- Pass on news of events or contacts they think may be useful to me.
- Write me compelling testimonial letters.
- My clients can easily articulate the benefits of my services or products -- and do so.

____________________ = TOTAL POINTS

RATED LOW? HERE'S SOME RESOURCES:
- Radical Business “Business As A Long Term Relationship” Workshop - Tad Hargrave
- Radical Business “Ideal Relationship” Workshop - Tad Hargrave
- Radical Business “Ideal Client” Workshop - Tad Hargrave
- Attracting Perfect Customers - Stacey Hall
CATEGORY FIVE:
Your Top 10 Conscious Business Practices
(This section is a little different. It’s a chance to earn bonus points. Your job is to identify your own personal Top Ten list of practices. We have given some sample ideas following. While the ideal is that your business is inherently a boon to the planet – this isn’t always the case. Ask yourself: what are the ten most important things you need to do in your business to be environmentally and socially responsible?)

Ideas For Business Owners With Employees:
- Invest a percentage into benefits to help your company be healthier
- Foster a healthy work environment
- Offering work/life benefits or the like to help their employees or themselves have more time for things they would prefer to do
- Contributing a % of income to a community group that they believe in or let their employees volunteer for an organization. A social cause.
- Pay a living wage
- Provide day care for your workers children

Ideas For Entrepreneurs With No Employees:
- Reduce, Reuse and Recycle – buy recycled paper and other products.
- Invest your money in Socially Responsible funds
- Shop locally - avoid franchises or chain/box stores
- Get involved in your local community
- Get your news from alternative sources
- Purchase certified organic and certified fair trade products
- Talk about Social Responsibility. EVERYWHERE!! - the more people using the words, the better.
- Tithe a percentage of your income (e.g. 10%) back to one or two of your favourite charities that may or may not be related to your business.
- Use alternative cleaning products like, baking soda, vinegar and energy wipes (the like) use cloth rather than paper towels

____________________ = TOTAL POINTS

RATED LOW? HERE’S SOME RESOURCES:
- Values Driven Business - Ben Cohen
- Business as Unusual - Anita Roddick
- The Ecology of Commerce - Paul Hawken
- The Small Mart Revolution - Michael Shuman
- www.livingeconomies.org
The Radical 180°
Final Score Card

CATEGORY ONE:
Your Four Relationships
1. Relationship To Yourself _____ = Total Pts
2. Relationship To Business _____ = Total Pts
3. Relationship To Truth _____ = Total Pts
4. Relationship To Learning: _____ = Total Pts
CATEGORY TOTAL: _____/40 = _____%

CATEGORY TWO:
Your Business Foundation
1. Current State: _____ = Total Pts
2. I Have Reserves Of . . . _____ = Total Pts
3. Tools: _____ = Total Pts
4. Systems: _____ = Total Pts
CATEGORY TOTAL: _____/40 = _____%

CATEGORY THREE:
Your Professional Identity
1. Vision: _____ = Total Pts
2. Clarity About Clients: _____ = Total Pts
3. Offer _____ = Total Pts
4. Attractiveness: _____ = Total Pts
5. Website _____ = Total Pts
CATEGORY TOTAL: _____/40 = _____%

CATEGORY FOUR:
Generating Strong Cashflow
1. Value: _____ = Total Pts
2. Profitability _____ = Total Pts
3. Marketing Strategies: _____ = Total Pts
4. What I Do For My Clients: _____ = Total Pts
5. What My Clients Do For Me: _____ = Total Pts
CATEGORY TOTAL: _____/50 = _____%

CATEGORY FIVE
Conscious Business Practices: _____/10 = _____%

GRAND TOTAL: _____/180 = _____%

Weakest 5 Areas:
1) 
2) 
3) 
4) 
5) 

Top 3 Areas:
1) 
2) 
3)
Summary: Write out a short summary for the **Weakest 5 Areas** and the **Top 3 Areas**. This step is crucial to help you internalize and integrate and understand the numbers/results in your *own* words.

**Weakest 5 Areas:**

**Top Resources** (looking back over your weakest five areas, are there any resources that show up again and again? If so, those are resources you should probably go and get)

**Top 3 Areas:**

**DEBRIEF**

What are the top three things you learned or realized by doing this?

1. 

2. 

3. 
Three Actions I Need To Take Immediately:

1) (I’ll give you one action to start with!) Pick 5 statements you couldn’t say were true in your lowest areas and commit to making them true within 3 months.

2)

3)

4)
Next Steps:

If you would like to explore working with me - just drop me an email at tad@tadhargrave.com with the particular problems and challenges you’re facing and we can take it from there.

For new folks I offer four main things:

1. **my free newsletter** - this will keep you posted on when I’m doing workshops in your area, resources and events you might find useful as a conscious, local entrepreneur and tricks and tip you can use to make your business even more irresistible. You can sign up on the left hand side of my website - www.tadhargrave.com

2. **a blog** with all the archives from my newsletters plus a lot of additional, carefully chosen conscious content - www.radicalbusiness.blogspot.com

3. **free video coaching** - check out over two hours of life video footage of me teaching the core of my marketing perspective. You’ll even see me do card tricks. True story. www.youtube.com/radicalbusiness

4. **an initial 90 minute consultation** ($400 of time on a pay what you can basis). www.tadhargrave.com/consulting

I look forward to connecting with you soon.

Warmest,
Tad

www.tadhargrave.com