

I'm not robot!

1) The prospect line went out to 10,000 other people. 1) I don't think you want your prospects to think that. 2) Promptly follow up with a phone call. Scenario One: You call and your prospect isn't there or is difficult to smoke out. 1) Leave a message with a benefit to your prospect. 2) I'm calling with recommendations on how Mr. Prospect can find the best price products he needs or "I'm calling with recommendations on how Mr. Prospect can make his office products less expensive. We haven't been able to connect yet. I wonder if you would help us both? Could you find out from Mr. Prospect when he would like my recommendations on how his office supplies expenses can decrease? If he's not here when I call him tomorrow at this time, perhaps you could let me know what he says, what he would like to do, and when he would like to do it? Could you do this for both of us?" 3) Now you call back again and the secretary says that Mr. Prospect is interested in reviewing some literature. What do you do then? One of two suggestions: Say politely but firmly... "Ms. Secretary, I sent Mr. Prospect some material last week. I am very anxious to help him obtain office products, but before I can do anything else, I really need to have more precise information on what he is doing now, what he needs now, and what he would like to do. Perhaps you could supply me with this information." "I'm afraid I can't." "Then please schedule a telephone meeting with Mr. Prospect so I can give him what he wants." Or, say politely, but firmly, "Ms. Secretary, I sent Mr. Prospect some material last week. I am very anxious to help him obtain his needed office supplies. I will be glad to resend him the material. In order to really be of help to Mr. Prospect, would you schedule a telephone meeting so I can get Mr. Prospect's specific reactions to the material I sent him?" In either case persistence is key. Persistence! Persistence! Persistence! An agreed-upon telephone meeting is the mutual commitment (between you and your prospect) that you both are equally committed to explore this opportunity further. When you get the telephone meeting, make sure you thank the secretary by phone or by thank-you note. Very few do, and she will remember you did the next time you call. Scenario 2: You call and get the prospect on the phone. Be Prepared! Be Prepared! Be Prepared! Here is what you want to achieve: 1) You want the prospect to like you and think you are a competent professional. 2) You want to find out or confirm what the prospect's problem is. 3) You want the prospect to know that your product or service can solve that problem. 4) You want to move this process to the next mutually agreed-upon step, a meeting. Introduce yourself, then lead with a benefit to the prospect. "Mr. Prospect, I sent you specific recommendations on how to obtain price-efficient office products. Did you receive them?" If no, indicate you will resend them and get a commitment (as above) to a specific time to discuss these suggestions. If yes, but your prospect has not reviewed your materials, then say, "Mr. Prospect, I'm glad you received the information. It contains specific suggestions about how you can get discount office products delivered free to your place of business. Would it be convenient to discuss these suggestions in three days from now? Could we schedule a telephone meeting for 2:00 p.m. Thursday afternoon?" The key here is to qualify your prospects as bona fide prospects. Asking them to join you in a mutual commitment to schedule an appointment to discuss your suggestions is an effective way to determine their qualifications as a real prospect. If the prospect isn't interested, simply say, "It doesn't look like I can help you today, Mr. Prospect. But, I'd like to keep in touch with ways that help you easily obtain low-cost office supplies. Would this be acceptable to you?" Then, if yes, seven times over 18 months. Also send him a thank-you note. Thank him for his frankness. Say you want to help him easily obtain his office products. You will be in touch from time to time in the future about how he can achieve this objective. If no, then thank him very much. Consider him a nonbeliever and move on. Final Thoughts On Using the Phone • Preparation is absolutely essential. Always know your objective in making the call and have your materials in front of you. • Take notes while you are on the phone. Write down all pertinent information, especially what you promised to do. • Smile while you are speaking into the phone. Consider having a mirror in front of you. The smile that you see is the smile that your prospects will "hear." • You may want to increase the power of the way you project on the phone by speaking standing up. You will sound more authoritative. • Answer your calls by the second ring. You will let your customers know you are right there for them. • End each phone conversation with a thank you. You could develop a reputation of being a very considerate and reliable salesperson. • Section Six Why Your Competitors Won't Understand Single Element of Your Stealth Programming This section explains why none of your competitors will understand the Stealth Marketing techniques you're about to institute. It also shows you how and why you'll have a distinct advantage in outperforming, outprofiting, and out-selling your competitors once you've applied the principles you'll learn in this report. And it gives you specific ways to gain market share in the process. When there's a shortage of cash flow, there is one fatal mistake that most business people make as their first step to, what they believe will, ultimately save their business money. When times get tough, one of the first budget items that gets cut is marketing. I've asked myself why this is so, and I believe it's because most business people don't see any direct results from their marketing — it almost seems like a wasted expense — probably because they're doing institutional rather than direct-response marketing. In my opinion, this is the worst thing you can do. It's especially during these competitive times when you need marketing to work for you. This mistake very often leads business people down the path to financial woes and brings upon them unnecessary hardship and worry. I believe this financial shortsightedness is dreamed up by those who have little idea of how a business really operates. To these people, marketing is superfluous — a luxury that must be eliminated when other important considerations are at hand. Little do they realize that without marketing, their business would suffer — and if they were to continue marketing their business, they would have a drastically better chance of success. Following the crowd will never get you ahead. If you merely follow the activities of your competitors, who probably know far less than you about marketing, you could ultimately end up out of business. Most of your competitors do not understand the importance of keeping contact with their customers. And this is important, especially during economic slumps when consumers are cautious about what they'll spend their money on and who they'll spend it with. As I've said countless times, and will continue to say, marketing is the lifeblood of any business. Give it up, and you may as well slit your business' jugular vein. The American Marketing Association's definition of marketing is, "The performance of business activities that direct the flow of goods and services from producer to consumer or user." Implicit in this, is that you want to make sure it's your product or service that gets to the consumer, not your competitor's. Competition is, of course, a fact of life. And by carefully planning your marketing strategy, you can manage to outmaneuver the competition and not get caught in the salespin that businesses often involuntarily dive into. Put yourself in the place of the consumer. What would you be looking for in a product or service? What kind of establishment would you seek out and patronize? How can you as a business owner make improvements within your organization to make sure you're ready to effectively meet and deal with the needs of the public? How to Start Outdistancing the Competition One of the first things you can do to start outdistancing your competitors is to leverage your marketing efforts. Marketing leverage is getting phenomenally better results for the same amount of money and effort you're currently spending. It's critically important that you leverage your marketing to the fullest extent possible. I've explained leverage before, but here's a quick reminder... If you're spending \$10 to pull in X number of sales, and if by improving your ad or marketing efforts you could pull in 5X or 10X that number of sales for the same \$10, you'll have leveraged your marketing efforts. Review your ads to see if they can be improved. Then test. Testing should never be forfeited to save time or if you think you already know which version will pull the best results. Testing is the only way to quickly and decisively determine what works and what doesn't. Run different versions of ads in different media. The results will make themselves clearly known to you. When creating your ads, flip through a newspaper. Which ads would be likely to draw your attention if you were looking to make a purchase? The informative ads that tell the whole story, are generous in their offerings, and may even give away bonus gifts, are much more attractive than those simply and blatantly telling you to buy, with no reasons why. Consider giving away your product or service to first-time purchasers. This would show the consumer that you have supreme confidence in your company — you're so confident that they'll be satisfied, that you're willing to give away your product because you know they'll come back and pay the regular price after experiencing it. If you show confidence in your company, you'll imbue your customers with that same confidence. Seduce your customer with big-promise, nonthreatening, lead-generating sales methods. Come down to their comfort level and work up from there. Don't try to sell the high-priced products right away. Start with smaller, less pricey items that will work well for the customer. From there, follow-up to give your best ally to stair-step your way to selling higher-priced items. Be patient. If you slowly nurture your customers, they'll eventually pay off by buying the more expensive items once they have faith in you and your establishment. Your competitors, itching to sell their high-ticket items, will not understand why their inventory is not moving and yours is. If you continually provide a good product or service, show that you are willing to assume risk, and regularly keep in touch by sending out informational and educational materials, the goodwill you'll incur as a result will mean that consumers will more likely choose you over your competitors. Realize that you have to nurture your customers. Try to position yourself so that your business will continually be a presence in the mind of your consumers. Develop a clear company image as one that is interested and caring, and team that up with an accurate and powerful USP. Handle the Consumer With Kid Gloves and a Sure-Fire Guarantee Another technique that will make your product or service more desirable than your competitors' involves fortifying your guarantee. Most companies hedge the guarantee. They don't want to assume the risk. "After all," they ask, "what if they want their money back?" If a customer returns a product and you graciously and readily give them their money back, the consumer will gain confidence that your word is good. And they'll likely buy from you again once they know it's easy to return what they don't want and you're pleasant about it. Your guarantee tells your customers that you're willing to stand by what you say. It tells your customers that you're confident that your product or service's quality will meet their high expectations. You need to make sure that it does. If you have doubts about the quality of your product, then you need to find something else to sell. But, most importantly, your guarantee gives you an opportunity to upsell your customers. Find out what it was about the product or service they didn't like and offer them a product that would better suit them. This is the time to "bump" your customer's purchase. Turn what could be a bad business occurrence into a good one. Upselling or "bumping" your customers is a critical selling technique that can make the difference between just getting by and making a handsome profit. The lower-priced items draw the customers in, opening the opportunity for you to show them the benefits of higher-priced items or complementary accessories. Back-ending has always been a very essential component of successful selling. By making your guarantee last for a longer period of time, extending the services it provides for, and making it easy for the consumer to have access to your company, you will have your competition scratching their heads wondering, "What did he do that I'm not doing? How can his business be doing so well? If you assume the risk (something no one likes to assume), the consumer will be likely to look more favorably on your company than your competitors'. By assuming the risk for the consumer, you'll make your proposition more attractive and powerful. This, again, brings you down to the customers' comfort level and makes it all the more likely that they'll let down their barriers and purchase from you, since, after all, it's risk-free for them. Also, the longer the guarantee, the less likely it is that a consumer will return a product. If a product has a 10day trial period, you'd better believe that during those 10 days the consumer will be hypersensitive to the product or service and its performance. They'll want to make darned sure they don't get caught past the deadline, so they'll heavily scrutinize and evaluate it before the 10 days are up. If the industry norm for a guarantee is, say, 50 days, go ahead and set your offer apart from the others by offering a 60-day guarantee. Chances are, the consumer is going to decide whether he'll keep your product during the first week or two. Very, very few would determine that maybe the product isn't for him on the 51st day. Developing a mail-order division of your business (if you don't already have one) provides customers with yet another avenue by which they can reach you. I've already discussed the benefits of a mail-order side of a business in the questions and answer segment in Section Two of this report. Revised that section and let it suffice for now to say that it works definitely not be a waste of your time to establish a mail-order division. The benefits of advantages, and back-end potential are vast and worth pursuing. Because you'll be following up with your customers, you'll be able to inform them of new or additional products that are available to them. Let them know that you appreciate their initial business (incidentally reinforcing their wisdom in choosing your product), and that you're trying to do them a service by keeping them informed. This continuity, this shoring up of confidence with your customers, will deepen their comfort level. They'll begin to see you as a trusted friend, advisor and informant. Adding this personal touch to all your dealings will pay off big at the cash register, and most business people don't understand this. When you plan your follow-up, you can decide to do it in person, through a letter, or by telephone. A well-designed telemarketing program just might save your company. It's less expensive than the old method of sending salespeople out in the field. With a telemarketing staff to do either follow-up or initial lead generating, the salespeople can concentrate on meeting larger numbers of prospects that are sympathetic or interested in your product or service. Never, ever, let a customer walk away and never contact them again. That is a cardinal sin, and if you assume they're just not interested, think again! Maybe they didn't want to buy on that day but today they're ready. Maybe they just needed more information, maybe they just didn't have time to deal with purchasing before, maybe they wanted to mul it over, maybe they've saved up some money. If you go to them and show them how simple it can be and how you can take care of most of the transaction, thereby simplifying the process for them, many more people will purchase from you. Never take on a defeatist attitude. Leave this for your competitors. Don't just sit around and complain that customers aren't buying. People ARE buying. Find out what they want, and alter your marketing to fill those needs. Other business people, who have no idea of the strength of marketing, may wonder why you're spending so much on advertising and promotion. Step up your exposure, and you're the one the consumers will come to. Before targeting a new audience for your product, be sure to market to those sympathetic to you — your own customers. I know this idea keeps coming up in my writings, but I can't overemphasize the importance of working your own customer list. Make sure you have a good reason why a prospect should buy from you. Tell them exactly why it will benefit them, why they should choose your place of business to buy it from, and how they can go about purchasing your product or service. Never fail to educate your customer. Without all the information, they'll be hesitant to make a decision. If they have all the facts, they'll see why what you are offering is indeed a wise buy. To keep your customers in the dark is committing financial suicide. I've already touched on the benefits of packaging and how attractive these offers are to consumers. Repackaging your product or service will give a burst of energy to your offer. See Section Two for more on packaging. Remember that even if you have generated a lot of positive goodwill, a great guarantee, educated your prospects, tested your ads, and so on, there is one key ingredient that must not be overlooked: Price. Make sure your price is fair and competitive with the marketplace. Remember that if the price isn't right, consumers will pass you by. Consumers must always be treated delicately. The demands of the market must be taken into consideration. No matter how good your product, if the market will not bear the cost, consumers will not purchase your goods. A well-thought-out marketing strategy takes into consideration not only marketing factors, but also pricing strategies. While it's important to make a profit, if the market won't bear such a high price, it's better to lower your profit margin than not do business at all. Your marketing plan should combine pricing and marketing, and be modified by what seems to work best and what the competition is doing. Test different prices. Always be alert and observant of the changes around you. While other business people may be thinking about how to corral the market, you should be thinking about creating new markets and setting out to meet needs that are not currently being met. Could you spin off ancillary products that would make your package more complete? Would a joint venture with another company benefit you both? Focus on what you can do to help your customers. * * * Section Seven How to Gain Market Share and Increase Sales Before Your Competitors Know What Hit Them When business is slow, or when businesses are short on cash flow, I strongly believe that rather than slash marketing budgets, you should simply make sure you're leveraging every dollar you spend on marketing. But the important point here, to you, is that when business does get slow (especially industry-wide), your competitors will probably fall right into the trap of slashing their marketing budget, which gives you an advantage if you're ready to take it. Your competitors will slow down (or stop) their marketing efforts so you can snatch up their customers — they'll be yours for the taking. It's the perfect time for you to grab huge chunks of market share or steal marketing dominance from your biggest competitors — and keep it. Before You Can Begin Grabbing Market Share, You Must Understand Marginal Net Worth Better than Anyone Else You've got to fully understand the principle of a customer's marginal net worth. If you haven't already grasped this critical concept, see Section Two where it's illustrated several times. Once you understand marginal net worth, then you have to spend a lot of serious time looking at how you can ethically manipulate it. By ethical manipulation, I mean: 1) 2) 3) 4) Getting more unit sales per transaction; Getting more purchases per customer per year; Selling more kinds of your own product to your customer base; and after you've done all that Working your customers through outside host-parasite types of ventures. That is, selling them other people's products. From a pragmatic standpoint, the most intelligent thing you should do sequentially is, first, try to increase the dollar amount of each sale to a customer. Second, try to increase the frequency with which each customer purchases from you. Third, try to increase the expense of products or services that you provide for your customers. Then, once you've taken these logical steps, you can begin to increase your market share by going outside — to take market share by working your competitors' customers. Most businesses should first work their own customer base before working on their competitors'. However, there are many situations where going outside is so much more lucrative, that you can bypass these first three steps. It depends on your individual situation. Once you determine the marginal net worth of a customer, you'll want to spend as much money as you need to — but never more than the marginal net worth of a customer — to bring in as many new customers that have residual value as you can. Let's say your marginal net worth of a customer is \$50 a year — they buy one time and you don't do anything to sell to them again. Well, once you manipulate them...if you can upsell that \$50 sale to \$75...if you can get that one-shot sale to become three sales a year...all of a sudden you've got four times more marketing budget than you used to, don't you? And when you've got four times the budget, you can run ads when your competitors can't. You can run promotions when they can't. You can offer lucrative sales commissions, the likes of which they can't. You can basically do promotions with other people which they can't because they don't understand where the profit is, but you do. Does that make sense? How to Out-Package Your Competition Whenever you're making a proposition to a prospective joint-venture partner (who may be a competitor), you've got to be able to give them guidance — but the guidance has to be intellectually based, so they can embrace it. You've got to walk them through your proposal and acknowledge and identify all the inherent negatives and reticence and fears that somebody would normally harbor. And then help them overcome those fears. By walking other business people through the concept of marginal net worth, you can convince them to give you (either free, for cost, or for less than cost) products and services with a high perceived value and a high profit margin. They'll give these products to you because you'll be able to convince them that for every 10 people you give their product to, as a bonus for buying your product, they'll get two or three ongoing customers. So you can do incredible deals. I did this with a software company in Australia. They produced software that required a special laser printer that was modified to print forms. The software retailed for \$20,000, but it only cost \$5 to produce. I got them to give a royalty to another business to give this software away free to purchasers of their product. When the customer got the free software with this other business' product, about 60% of the purchasers bought a laser printer for \$5,000 from the Australian software company. And they didn't have to discount the laser printer because it was the only one that would work with this particular software. So, by understanding back-ending, you can go to somebody who's got something that sells for a very high price, and get them to give it to you for free. I also did this for someone who had a piece of software who wanted to do something with one of the "Big 8" firms. He had a piece of software that sold for \$1,500, but it cost him \$5 to produce. This guy had 12 other things he could sell to the customer, and the software wasn't selling very well anyway. Well, he went to a "Big 8" firm and gave his \$1,500 product to them to package as a bonus with their \$500 product. Everyone else who was selling a similar \$500 product didn't have a chance competing with the "Big 8" firm that offered a \$2,000 value package (\$500 + \$1,500) for \$500. It's no contest, is it? You have to adopt this entrepreneurial focal thrust by negotiating deals and by packaging (if it's appropriate) products and services together. How to Usurp Your Competitors' Customers Long Before They Know What's Hit Them: Acquire Customer Lists Your Competitors Don't Recognize as Valuable Joint venture with one or more of your competitors. Ask them to give you the names of their inactive customers. Or, ask them to give you the names of customers who have cancelled. Or, ask them to give you the names of prospects whom they couldn't convert to customers. Offer to reciprocate them with a dollar amount per name, or with a share of the profits. Look at what you could accomplish. First, your competitor may have spent years and hundreds of thousands of dollars building their customer and prospect lists. For you to share your profits with them is like saving them 10 to 20 years of their time and money — especially if they never would have tried to activate or reactivate these prospects/customers. So, from what they thought were lost customers or prospects, they could make tens of thousands of dollars instantly. Set up 10 such ventures and the business you build, and the corresponding profits you realize, could be fabulous. How to Make Your Ads Pull Better than Your Competitors'... Even Your Biggest Competitor. Set Yourself Apart from Your Competition Once you've examined your competitors' operations, you may find that businesses in your industry are commodity-type businesses — there's nothing unique about any of them — they're all selling similar products at about the same price, or they offer about the same service. If this is the case...take the ball and run with it! Set your business apart from the rest of the crowd. Become unique. How? It's simple — through preemptive advertising. Preemptive advertising is the single most powerful technique you could ever use. And no one uses it. The first person in a field that uses preemptive advertising has an incredible advantage over all other competitors. And it's so simple: Just take the time to explain to your customer or prospects the processes that are inherent in your business. Let me tell you a story. You may have heard it before, but it's a classic example of the power of preemptive advertising... Back in 1919, Schlitz beer was the #10 beer in the marketplace. Claude Hopkins, the classic marketing strategist after whom I've patterned my life, was called in to salvage the marketing of this #10 beer and lift it to success. When he walked into the brewery, the first thing he did was learn how the beer was made. He toured the facilities and he saw that Schlitz was located right on the banks of one of the Great Lakes. And even though they were right there with this unlimited water source, they had dug five, 4,000-foot artesian wells right next to Lake Michigan because they wanted pure water. The brewers showed Claude a mother yeast cell that was a result of about 2,500 different experiments that had been done to find the quintessential yeast to make the proper taste. And they showed him five different, three-foot-thick, plate glass rooms where beer was condensed and redistilled and recondensed for purity. And they showed him the tasters that tasted the beer five different times. And they showed him where the bottles were cleaned and recleaned 12 times. They showed him the whole process. At the end, he was incredulous. He said, "My God, why don't you tell people the process that your beer goes through?" And they said, "Because that's how all beer is made. It's nothing special; it's nothing unique." And he said, "Yes, but the first person who tells the public about this will gain preemptive advantage." He gave a royalty to another business to give this software away free to purchasers of their product. Now, take a look at the processes you go through in your business to give your customers a high-quality product or service — and tell your customers and prospects about it. If you're a retailer, tell customers how you use choice the product line for your store. Tell them how many people you employ to ensure they get personalized service. Tell them precisely what these employees do on a day-to-day basis. Tell them how you unconditionally guarantee every sale...and so on...and so on. If you're a manufacturing or creative business, explain to your customers the complete manufacturing process step by step. Tell them what raw materials you use to create your products, and why. Tell them about the strict quality checks that go into the creation of your products. Tell them about the brainstorming that precedes any production, etc. If you sell a service, explain to your customers the entire service process. Tell them the skills of the people you hire, and your procedures for hiring them. Tell them what your standards are for your company. Tell them about your performance guarantee...and anything else you can think of. Even if your process is the same process that many of your competitors use, it doesn't matter — because you're going to be the first one to explain it to the consumer, and you'll gain a clear advantage over all your competitors. Offer a Guarantee that Is So Extraordinary and So Profound That No One In Your Whole Marketplace Would Dare Compare With It Another way to use preemptive advertising is to offer guarantees that no other of your competitors would dare replicate — because they don't see the advantages of doing so. Take this example: I consulted with a gentleman who owns an insurance company. I asked him what kinds of guarantees insurance companies currently offer. He revealed to me that most insurance policies take 35 days to be issued, and then the company gives the customer a 15-day look-see to allow them to cancel the policy if they decide it's not right for them. So, this gives the customer 50 days to decide whether or not to keep the insurance. So I suggested, "Well, why don't you add 10 days to it. Tell your customers that you'll give them 60, not 50 days before you'll consider the sale final. So, after they sign up, anyone who thinks they can get a better value in the total value package, not just price, but coverage and everything else — and they can go to every insurance company they want to — and if they find anything better in the next 60 days, you'll give them all their money back. You yourself could offer — and tell your customers and prospects about it. If you're a retailer, tell customers how you use choice the product line for 99% of the people who are going to exercise a cancellation are going to do it up front. They're not going to wait until the 51st or 59th day. So your risk is minuscule in adding those 10 days, yet it really sets your offer apart from your competitors." Make Specific Claims In Your Advertising Most advertising never goes beyond the weak appeal of "Buy our brand," or "Buy from us instead of someone else." This has minimal effect on a prospect. But, when you give your prospect valuable, objective information on your product or service — its applications, construction, and performance...when you show the prospect what superior service, benefits, quality, guarantee, bonus, discount, follow up, you and you alone offer...and allow your prospects to test your product or service solely at your risk, not theirs...then hundreds, even thousands, will take advantage who otherwise would not have, because of your daring, risk-free proposition. Specificity is crucial in your marketing efforts. The more detailed facts you can offer, the more specific a case you can build over your competitors, and the more successful you'll be. For example, to make the claim "The lowest prices" means absolutely nothing. But the ad that makes specific, supportable and defensible claims, with specific, actual figures, generally has high impact and is believable. Follow Up...Follow Up...Follow Up Every time you do a mailing, follow it up with a postcard that summarizes the offer for people who didn't receive the first letter or didn't read it. Give them a sense of urgency and a call to action. Then, five days after you send the postcard, follow up by phone. This combination can normally give a boost to aggregate response by 300% to 1200%! Use Your Yellow Pages Ad to Compete With Larger Competitors You can compete with a company 10 times your size easily by using intelligent Yellow Pages advertising. You see, the big company, with a much bigger ad budget, won't buy more than a full-page ad — and most of them buy a 1/4 or 1/2-page ad. True, a 1/4 or 1/2-page ad does take a huge chunk of your marketing budget...but if you use your ad space effectively by writing a winning ad (following the steps outlined in Section One of this report), you'll have the advantage. Use your Yellow Pages ad to give a compelling "reason why" you offer superior value and service over your competitors. Create a reader-type ad to make a thorough and convincing case. Put a sharp, tested winner of a headline on the ad. And don't forget to ask the reader to take immediate action! (Few Yellow Pages ads do). Go Head-to-Head Against Your Competition Depending on the business you're in, you can offer a prospective customer full credit at your business, for having done business with one of your competitors. For example, I just consulted with a guy who owns a health club. He knew of another health club that was in financial trouble, and which had just sold long-term memberships to people. And I said, "Just run an ad and offer those members full credit for their current health club membership to apply against your health club membership. Who cares if you don't make any money up front, as long as your membership roster is not full now? If your new customer is a serious physical devotee, he or she will come back for years and years and years. Or, out of every 100 customers you get, at least 20 will keep coming back." Run ads explaining how and why you're making such an offer. Rack Up Big Profits Off Companies On the Verge of Collapse Go to all your marginal competitors and offer to buy their customers. There are lots of businesses today that are operating at near the break-even point, and people are working 10 or 12 hours a day just to keep their businesses going. They're not making much of a paycheck, but they've got so much obligation and debt that they can't get out of it without declaring bankruptcy. A lot of people's attitude toward their competitors is, "I'm going to wait for their business to go under and then see what happens to my business as a result." My attitude is, go to all those people before they close their doors, and offer not to buy their business, but to instead buy all their customers, and give them 25% or whatever percent of the profit they make for you, provided that the business owners facilitate, cooperate, and make themselves available to transition, and maybe even act as your goodwill ambassadors. If you do that correctly, you can give them a check every month that's more, for them doing nothing, than they would have made running their floundering business. Here's their chance to escape — here's their way out. Let's say you've got a five-year lease on your business right now, and it's killing you. And let's say you need four people to operate it. And right now you're lucky to make \$2,000 a month working 12 hours a day. I come and take over all your customers. Well, I can give you \$10,000 a month from my earnings, for you doing nothing but giving me your customers. But you've got to get this lease. Well, you could sublease the building to somebody at a loss — take \$2,000 of the \$10,000 I give you and subsidize the loss, sell off all your equipment, pay off all your loans — and still be \$8,000 ahead for doing nothing. And all that in just the first month! Does that make sense? But I acquire all your customers and integrate them into my operation. And up to the point of it being incrementally too expensive, I can integrate a lot more businesses into my operation, and all I have to do is maybe add a couple of clerks; the same bookkeeper can do it, the same delivery person can do it. At a certain point, however, it gets cost-ineffective. But most companies won't get anywhere close to that level. This may be your golden opportunity to buy out your competitor. Look for rock-solid values that will outlast the ups and downs of the marketplace. Find companies with assets they're not utilizing. If you anticipate a need of any kind, look for companies that could help you fulfill that need. Avoid the temptation to invest in companies just because they're going so cheaply. Shop for bargains, but be choosy when you decide to invest. If the business can't immediately benefit you, or if you have no specific plans for the company, do not invest a single red cent of your hard-earned cash. It's healthy to seek new ways to expand your profits — but don't forget about safety. Be sure to find out how much debt the company is carrying and invest only in businesses you understand. If you are completely lost, no matter how great the opportunity, you will not be able to fully take advantage of a situation if you don't understand how that industry operates. In conclusion, the point I'm trying to make is as follows: Market your business aggressively but wisely. Maximize the opportunities to win over your competitors' customers. Take ethical advantage of the fact that other businesses are hurting. Think of ways that you can better serve those customers — in ways that your competitors can't. Then do it! * * * Section Eight Developing that All-Important Stealth Marketing Mind-Set The time is ripe with opportunity for a business person like yourself, who is savvy enough to recognize that you can outwit your competitors, help your customers and still walk out with a profit — you just have to know how. So far in this report, I have given you various nuts-and-bolts ways to substantially improve your business and increase your cash flow. Now comes the most important part: How to develop the right mental attitude. Your success stems from your mind. If you are not convinced you can do something, you probably won't be able to do it. You have to want to succeed before you can succeed. Times may be hard with business people on either side of you struggling to gain part of the market and survive. The competitive marketplace may have your competitors seeing stars, but you don't have to go down for the count with the rest of the market. But, in order to outwit your competitors and make a profit in these competitive times, you'll first have to attain the right mental attitude, and you'll have to put that positive mind-set to work for you. You can be successful if you want to be. If you think ahead in a clear and positive manner, you'll be able to foresee movements in the market before they happen. And even if unforeseen events do take place, you'll have thought about all the possibilities and you'll be able to adapt your business to take events in stride. You won't be standing around complaining about the shift in affairs like your competitors may be. You have to take action to protect your business and ensure its growth — now. Without the proper stealth marketing attitude, your attempts will not be on the right track, and you'll expend a lot of energy and money for naught. Your frame of mind must be positive and clear. Don't let yourself get bogged down by worrying about what might happen, or how to prevent what might happen, to your business. Instead, concentrate on succeeding and working your way to success. Remember, the game of business is a never-ending cycle of ups and downs. No business is up forever and no business is down forever. The changes inherent in our capitalistic society will always provide new opportunities for you, if you're determined to succeed. Survival of the fittest applies not only to nature but also to business. Being able to adapt is the key to survival. To be successful, though, you must be sensitive to the ever-changing needs of the public. In your business, you must take risks, innovate, sell, provide outstanding customer service, manage your employees better and show your customers that you deliver a better product or service than your competitors do. Now's the time to carefully look at your business and figure out how to fine-tune your operation. To be successful you must be observant. See what the market is demanding and make your business meet those demands. Be observant and engage in problem-solving. Don't complain and become stymied. Look at a problem from all angles and you'll almost always reveal a solution. Tom Bata, a famous shoemaker and owner of Bata Shoes, sells about 250 million pairs of shoes a year. He has a philosophy about how to look at a bad situation. He tells a story which illustrates how two people can look at the same situation and see different things: Either opportunity or certain failure. Here's his story: Tom Bata sent two shoe salesmen to a poverty-stricken Third World country. One of the salesmen visited back to Tom, "Returning home immediately. No one wears shoes here." The other salesman looked at the same conditions and joyously communicated to Tom, "Unlimited possibilities. Millions still without shoes." There are opportunities out there. You must learn to recognize them and take those opportunities when they do arise, before someone else does. Acting on these opportunities is the hardest thing you will have to overcome. You have to make a living. And you don't want to just make a living, you want to make a good living, don't you? You can make a good living as long as you remember that there are certain factors that must be present in your plan. Here's what you must do: Be Determined to Succeed First, you have to be determined to succeed. If you're a wishy-washy wanna-be, you'll be swept aside. But, if you're confident that, no matter what gets in your way, you're going to face challenges and strive on upward, then you'll have an edge no one can take away from you. Tim is everything. What are you waiting for? DO IT! Concentrate on your plan to reach your goals. Don't become sidetracked by smaller issues. Remember, there will always be a million things to distract you and weaken your resolve. Think positively and don't get caught up with those around you who are screaming and running for cover. Anticipate, plan, and execute. These are the steps to success. Keep the Public In Mind The needs of the public are constantly changing. If you spot a trend, move on it. new and innovative options and you'll always benefit. Keep your mind open to Customers and clients want quick gratification for their time or money invested. When times are tough, people are not willing to wait for results or rewards. Have a keen understanding of the mind-set of the public, tap into it, and make the most of it. Just as business people are plotting how to get money out of the public, the public is becoming more wary of businesses and more cautious in their dealings. They want more for their money. So show consumers how they would benefit more by patronizing your business rather than your competitors'. If you tell them specifically how you have tailored your business to suit their needs, how you are sympathetic to their problems and how you have just what they need, you will not only get their business, you'll also earn their goodwill. Show customers that you care about them, and that while other companies may be cutting back on services and benefits to save money, you're providing more for their money. Your USP has to be sharp and targeted to their needs. Why, after all, should they be spending money? Give them reasons why. Strategize your marketing. How and why should the consumer patronize your business? What are the direct benefits to them? How are you better than your competitors? Keep Marketing If times get tough, don't make the mistake of jumping on the bandwagon and cutting back on marketing. As I have said quite often, marketing is the first place that businesses cut back during slow times. How do they expect times to get better if they stop communicating with prospects and customers? Your success or failure depends on marketing. I can't emphasize it enough! Marketing should not be cut back. Saving money is "in," so in considering how to plan your marketing strategy, remember to take into account that the consumer is looking for value for their money. Remember that setting goals, saving up a game plan, and then implementing that game plan are all keys to success. And sensitivity to the mood of the market is especially crucial. In Conclusion Although the methods and principles presented in this report are ethical and honorable, they are also dramatically fresh, unusual, and in many cases, non-traditional. They work with much less capital and effort than the majority of traditional marketing techniques. But these techniques must be applied — and properly. Aggressively incorporate these strategies into your own business situation, always testing to see if your implementation is the most effective it can possibly be.

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