



# Learn how to grow your business ...in just two hours

An introduction to low risk / high  
return marketing strategies that will  
help you transform your business

“Where Robert is different is that he gets results,  
he gets them quickly, and he gets them big!”

*David Batchelor, Wills & Trusts Financial Planning*

*Past President of the Life Insurance Association and Board Member  
of the Personal Finance Society.*

Robert Clay





# Contents

- So, what is marketing? ..... 3
- 1. There are only three ways you can grow a business ..... 6
- 2. Accelerate your customer’s decision-making process  
and dominate your market ..... 10
- 3. Differentiate your business from your competitors..... 12
- 4. Customers don’t want your product or service! ..... 18
- 5. Find out what your marketplace really wants or needs...  
or pay the price of lost opportunity!..... 19
- 6. Telling your ‘behind the scenes’ story will attract  
many more clients ..... 22
- 7. ‘Risk-reversal’ will influence up to 80% of people  
in favour of your business, over your competitors ..... 28
- 8. Getting your clients to recommend and encourage  
other people to seek out your products or services ..... 31
- 9. Copywriting tips ..... 36
- 10. How to eliminate all uncertainty and guesswork  
from your marketing..... 42
- Want to learn more...?  
Join us on a three day workshop..... 45

“Selling to people you’re not in front of...”





## So, what is marketing?

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Too many people believe that marketing is all about “running an ad today, so that they can have sales tomorrow.” If it were that simple, you’d already be extremely successful, and you wouldn’t need to read this book now.

We’re all in business to make money and we do this by providing solutions to our customers’ problems. If people aren’t aware of the solutions you offer, you won’t be in business for long.

Marketing, very simply, is all about communicating the benefits of your products or services to your customers and prospects. It’s also about continuously educating your customers about the benefits you can offer them... and accelerating the speed with which they make their decisions.

A good general definition of marketing is “The process of educating people to the advantages and benefits you offer them and compelling them to choose your products and services over those of your competitors.”

Another good definition, from Kenrick Cleveland, one of the world’s top authorities on influence and persuasion is that marketing should be “Selling to people you’re not in front of.”

I very much agree with that view, because you can only be in one place at one time whereas the perfect sales message can be in front of hundreds, thousands or tens of thousands of people simultaneously, boosting your effectiveness many times over.

John McKittrick of General Electric said “The principal task of marketing... is not so much to be skillful in making the customer do what suits the interest of the business, as to be skillful in

conceiving and then making the business do what suits the interest of the customer.”

In other words the true power of effective marketing comes from the market itself. It takes the hopes, dreams fears and concerns that already exist in the hearts and minds of thousands, hundreds of thousands or millions of people and focuses and channels those desires onto a particular product or service.

Even the world’s largest companies find it impossible to create this mass desire by simply spending money. You can only exploit or satisfy a desire that already exists... and if you try to swim against the tide you’ll drown or go out of business, it’s as simple as that!

Let’s consider some examples that have taken these principles to extreme levels of success.



*“Toyota is a customer’s company. Mrs Jones is our customer; she is my boss. Everything is done to make Mrs Jones’s life better. We all work for Mrs Jones.”*

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Think about it. Not that long ago General Motors was the world’s largest and most successful company. It was successful because it skillfully exploited the desires that already existed. When they stopped doing what suited the interest of the customer and focused instead on what suited them, the marketplace voted with their feet and took GM to the brink of oblivion.

Toyota, in contrast, realised that people wanted consistent high quality, dependability, ease of use, low running costs and good customer service. They concentrated on producing the sturdy reliable cars we all take for granted these days.

They not only taught the rest of the modern car industry how to make cars properly and pioneered the clean hybrid technologies that are now sweeping the world, but are also by far the world’s most profitable car manufacturer,

worth more than GM, Ford, Daimler-Chrysler, Volkswagen, Peugeot Citroen and Hyundai put together.

Jim Press, former head of Toyota’s North American operations, expressed the company’s philosophy well when he said: “Toyota is a customer’s company. Mrs Jones is our customer; she is my boss. Everything is done to make Mrs Jones’s life better. We all work for Mrs Jones.”

By focusing on what suits the interest of the customer, Toyota recently became the world’s largest car manufacturer, a position GM has held for more than 75 years. Why? Because they very successfully conceived and made their business do what suits the interest of the customer.

That’s also how Tesco came to dominate the UK grocery business, accounting for one in every eight pounds spent in Britain’s shops. In little more than a decade, it has grown from the UK’s

Number 3 grocer to the third-biggest retail group in the world.

What sets Tesco apart from its rivals is its total commitment to understanding and satisfying constantly changing customer tastes. The company led the way among British retailers in the 1990s by issuing loyalty cards that allow Tesco, not only to reward faithful shoppers, but also to understand what they wanted so they could satisfy their needs. If you prefer Cabernet to Merlot or Brie to Camembert, Tesco will know.

I’ve referred to examples here that have taken the principles to extreme levels of success. But regardless of the product or service you offer, or the scale of your business, that’s what you have to do too. Then you have to communicate what you’re offering to your target market in the most effective manner.

It’s also been said that “marketing is the world’s most undisciplined discipline



*“If you can just market your business a little bit better than any of your competitors you will gain a massive advantage in the marketplace...”*

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and if most businesses ran their manufacturing or accounts departments the way they manage their marketing activities, they would quickly be bankrupt.” ...which happens to be true!

In fact the only reason that most companies manage to survive is because their competitors share their marketing ineptitude!

So, if you can just market your business a little bit better than any of your competitors you will gain a massive advantage in the marketplace. If this book opens your eyes to just a fraction of your untapped potential, it will have done its job.

Although this book only scratches the surface, the dynamics you’ll be learning about in these pages are literally capable of transforming your business with minimal investment of time, effort, manpower or money.

It’s rather like a petite woman employing the Japanese martial art of jujitsu. By exploiting the power inherent in naturally present principles such as gravity, leverage, momentum, and inertia, her physical strength doesn’t matter. If she knows how and where to engage the action of these principles she can easily defeat a larger and physically stronger rival.

It’s exactly the same when you leverage the factors that exist naturally both in the marketplace and within your business.

We only have a few pages to give you a flavour of some of the things you can do to make a profound difference to your business.

So here goes...





# 1

## There are only three ways you can grow a business

Before we start getting into detail, the first thing I want you to understand is that when you boil everything down to its essence there are only three ways you can grow any business.

Do you know what those 3 ways are?

The first is the most obvious; it's increasing the number of your customers. This is where 97% of businesses in the UK focus the majority of their time and attention. But the second and the third are actually where you have the greatest potential for leverage and growth.

The second one is increasing your average transaction value, which means the amount of money your customers spend in a single transaction and the size of the profit that sale produces for you.

The third one is increasing your customer's frequency of purchase, which means you get more value out of every client. You get them to come back more

often and buy more products or services from you. People don't realise it, but the cost of acquiring a new customer is substantial. It would scare the life out of most people if they sat down and worked out how much it cost them to acquire each customer, especially when you consider any advertising costs, time writing proposals and follow up calls each sale may take.

It also takes plenty of time and effort to build people's trust to the point where they're willing to do business with you.

As a result the cost of selling your customers more, or selling to them more often, is inconsequential in comparison to the cost of acquiring the customer in the first place.

To understand what a difference this realisation could make to your business simply take a sheet of paper and divide it into 3 columns.

At the top of the first column write "more customers", at the top of the second "more value" and the third "more frequency".

Now, under the respective headings list the number of customers you have, the average amount they spend in a single transaction and how often, on average, they buy from you each year... like the following example. You'll notice that multiplying these figures together will give you your annual revenues.

X Customers	X Value	X Frequency	= Revenue
1000	£250	2	£500K





*“When you choose to double your number of customers you’re also choosing the hardest, the most expensive, the most time consuming and most stress inducing option available to you...”*

Let’s say that you intend to double your business, where would you focus your attention? If you’re anything like 97% of businesses in the UK you would focus on doubling your number of customers, like this:

X Customers	X Value	X Frequency	= Revenue
1000	£250	2	£500K
100%			
2000	£250	2	£1 million

Now if you focus on doubling your number of customers as shown above, you WILL double your revenue. However it not only takes time to build people’s trust, acquiring new customers from the “cold” marketplace also costs between five and fifty times more than doing more business with the customers who already know and trust you.

Also, if you double your number of customers, you’ll probably have to

double the space you occupy, double your number of staff and improve your management processes substantially.

Let’s say you do that. How long will it take to get your new team members to a point of competence and stability? How many will ever even reach that point? How many more people will you have to recruit before you get there? How many mistakes will be made in the meantime? What will that cost you in financial and management terms?

In other words when you choose to double your number of customers you’re also choosing the hardest, the most expensive, the most time consuming and most stress inducing option available to you when compared with the other options.

Alternatively, if you increase your business by just 25% in each of these three dimensions you will still just about

double your business for a fraction of the time, effort, manpower, money and risk.

X Customers	X Value	X Frequency	= Revenue
1000	£250	2	£500K
25%	25%	25%	
1250	£313	2.5	£978K

How easily can you achieve a 25% increase in each dimension? Well we help companies to implement over 100 strategies to increase the frequency and value of your transactions, whilst retaining your existing business and building up your client base.

If just a small number of these strategies were applied to each of the 3 dimensions in your business, it’s often easy to achieve a 25% increase in your results.

What would happen if you were able to double your business in all three dimensions?



*“Do you use four or more approaches religiously for generating your leads and enquiries?”*

X Customers	X Value	X Frequency	= Revenue
1000	£250	2	£500K
100%	100%	100%	
2000	£500	4	£4 Million

It would take our example business from £500K in sales to £4 million... an eight-fold increase in revenues!

From the outside looking in, it would be easy to believe that you must have eight times the number of customers, when all you've really done is double your business in each of these three dimensions.

In just 9 months one of my clients, an independent estate agent, increased his penetration from 6% of houses sold in his area to 35% by harnessing this 'business growth geometry' alongside some of the other ideas mentioned in this book.

Others have emerged from obscurity and become market leaders in their field in a very short time.

If you decide to harness this type of geometric growth you can achieve similar increases in your business. It will cost you less than doing it the "normal" way, it will produce dramatically better results, your growth will be more sustainable, your business will be worth more... and it may even give you enough time to have a life!

So remember, in order to maximise the potential of your business grow it in all three dimensions!

Now that you appreciate the importance of increasing your business in all three dimensions how do you go about doing it?

Consider this question: Do you use four or more approaches religiously for generating your leads and enquiries?

Over the past ten years I've posed that question to thousands of people in business and have discovered that thirty nine out of every forty businesses in the UK rely on three or fewer methods for 100% of their growth, 100% of their sales, 100% of their profits, 100% of their security and 100% of their ability to invest in the future.

Probing further, I've discovered that the 80/20 rule is alive and well. It turns out that for most organisations around 80% of their business comes from just one approach while the remaining 20% comes from the remaining approaches combined.

If you're over-reliant on just one strategy, what would happen if that strategy stopped working?





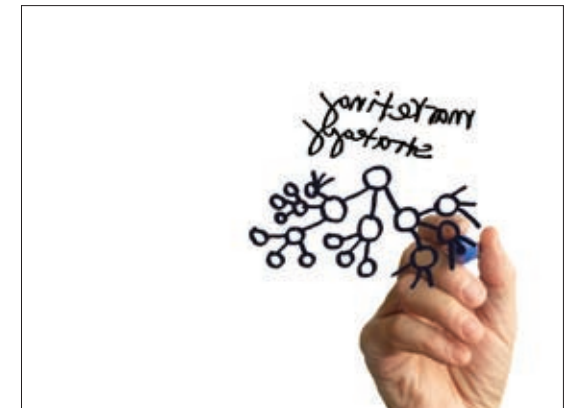
### Here's an example:

I was approached a few years ago by a car rental company. 80% of their business came from their Yellow Pages ad. That was fine until Yellow Pages published their ad with the wrong phone number. All of a sudden the calls stopped coming in... and there was nothing they could do about it for another year. A full refund from Yellow Pages wasn't much help. They were on the verge of oblivion simply because they were over-reliant on one single strategy for the bulk of their business.

This is where you need to recognise a critical factor. Every industry, including your own, basically depends on one primary approach for generating almost all of their customers. If that one approach were to fail, it could compromise your business.

But you don't have to be limited. There is no law restricting you to only one approach, particularly when that one approach may be a lot less effective than some of the other alternatives available to you.

The secret is to put a number of approaches to work in all three dimensions of your business simultaneously. You'll not only achieve better growth, but if one should fail you for any reason, it might inconvenience you, but it's not as likely to compromise you ❖





# 2

## Accelerate your customer's decision-making process and dominate your market

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If you were asked what one thing determines your success in business more than any other single factor, what would you answer?

Perhaps you'd say it was down to the quality of your product or service, or your people, or trust, or competitive prices, or availability, or profitability, or the number of customers who return to do business with you again.

These are the responses I get all the time. While they're all good answers, your success in the marketplace is actually determined more by the time it takes your customers to decide on your product or service than by any other single factor.

Therefore the most important way of increasing your sales and dominating your market is to increase the speed with which your customers make their decisions.

### Let me explain...

Decision speed is the time it takes your customers to go from initial awareness to enthusiastic, full use and recommendation of your product or service. This in turn is governed by the simplicity, ease and sometimes fun of the decision-making process.

Focusing on this aspect forces you to organise your product or services superiority, positioning, image, value, customer satisfaction and guarantees into the most potent combination possible.

To illustrate the point, suppose that five similar competing products are launched into the same marketplace at the same time. If all things were equal, each would eventually capture 20% of the market.

If the decision speed for those products is around a year... but you now find a way of accelerating several of the time consuming steps in that decision cycle,

making your products or services become easier to decide on, it's often possible to cut the decision time in half.

If as a result your product now achieves its expected one-year market share in six months, you will effectively have the time and resources to do the same thing again in the remaining six months, giving you 40% share by the year's end... or so you might think...!

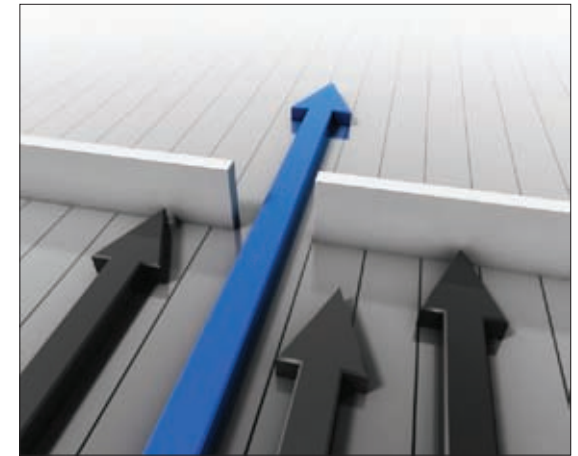


In reality, when you factor in the psychological advantage and extra momentum you gain through this process, the outcome will often be an even bigger market share. 60-80% is not unusual. This is a pattern you can observe for many market leading products and services.

To achieve this outcome you need to appreciate that choosing a product or service is not a matter of making a single decision. It is an extended series of decisions. The process of deciding is frequently slowed by a number of time consuming bottlenecks.

If you can identify and minimise just a few of those decision bottlenecks for your customers, you can make it easier for them to decide. This will then reduce their decision-making time, thereby accelerating your sales and market share.

Let's now look at some of the ways you can do this ❖





# 3

## Differentiate your business from your competitors

The first step in speeding up your customer's decision-making process is to differentiate your business from your competitors.

I'll start by asking you one of the simplest but most profound questions you'll ever be asked.

Q:  
"If I'm in the market for your products or services, tell me why should I buy from you instead of your competitors?"

I've asked this question thousands of times over the past 10 years and the answers are nearly always the same. I usually get variations on:

- ▲ Quality
- ▲ Service
- ▲ Dependability
- ▲ Trust
- ▲ Nice people
- ▲ Availability
- ▲ Competitive price

Open any Yellow Pages anywhere in the country at random and there's a good chance you'll see plenty of ads that say something very similar...

The ad alongside it probably says much the same, and the ad above it, and the ad on the next page. In other words lots of businesses all say virtually the same thing.

So let's say you've now told me why I should buy from you. If I'm a smart shopper I won't take the first response I receive. I'll shop around.

Q:  
What will your competitors say if I ask them the same question?

Yes you're right, there's a good chance they'll say more or less the same thing!

So if you can't answer the question "Why should I buy from you" in a compelling manner that instantly sets you apart

from your competitors, and most businesses can't, your prospective customer will see your business as being just like your competitors... and when they can't differentiate between one offering and another, people tend to buy on price.

If you can't immediately set yourself apart from your competitors, it generally means either:

a) You DO offer your customers one or more unique advantages or benefits but because you're so close to your own business the excellence of what you do every day no longer seems remarkable. You take it for granted never thinking to mention it to your prospects. It could also be because you've never clearly identified what is really important to your customers and as a consequence don't mention these things. Most businesses, in my experience, fall down on this front.



Or...

b) You don't offer anything better or different to your competitors which means that you've only obtained your business by sheer hard graft, or by being in the right place at the right time often enough. If you throw enough mud at the wall, some of it will stick, but it's not the best or the easiest way to build a business, and any time your competition wants to offer your customers an advantage that you don't, they can take those customers away from you... which I'm sure you wouldn't want.

To set your business apart you need to articulate your "Unique Selling Proposition", otherwise known as your USP.

In a nutshell, this means that you have to offer your customers or prospective customers a unique, distinctive or superior benefit or advantage, above and beyond those offered by your competitors.

If you don't, there's no reason why they should do business with you instead of your competitor.

To do this you need to determine the most powerful benefit or advantage you can possibly offer your customers... so that it won't make sense for them to choose anyone but you to deal with in the future.

You do that by identifying the advantage, benefit or result your customers most desire. You discover the biggest fears and frustrations your customers have when they deal with you or your industry. You identify what they're not getting from anyone else — and perhaps they're not even getting it from you — then you answer that need by offering it to them... then telling them in everything you do that you offer it!

Your USP should be expressed in several forms that collectively provide the

basis for all of your subsequent marketing messages.

The first part of your USP should deal with your prospects' fears, frustrations, concerns and issues by explaining your commitment to them.

The second part should tell the story of your business, what happens behind the scenes and what your client will experience when they do business with you.

The third part of your USP should eliminate your client's risks and give them the peace of mind they need when they do business with you.

The final part of your USP should be a positioning statement that sets you apart from your competitors in a single sentence or paragraph.



*“Dyson became the biggest-selling vacuum cleaner in Britain within 2 years, despite being an unknown name and costing more than competing products...”*

In all cases, to be worthy of the name, your USP must do four things, and it must do all four of these things:

1. It must attract attention to your business
2. It must set you apart from your competition
3. It must fill a perceived gap in the marketplace
4. It must motivate people to take action.

Here are a couple of examples of USP's that quite literally propelled these well known businesses from obscurity to market leadership in a very short space of time:

James Dyson spent 15 years developing the world's first bagless vacuum cleaner. His product was launched in 1993 with the USP:

“The only vacuum cleaner in the world to maintain 100% suction, 100% of the time.”

Against all odds, the Dyson became the biggest-selling vacuum cleaner in Britain within 2 years, despite being an unknown name and costing more than competing products.

Within 4 years Dyson was generating worldwide sales of £300 million, repeating his British success elsewhere. For example, Dyson became the number one vacuum cleaner only eight months after its launch in New Zealand.

In 1996 Dyson became the first British manufacturer of domestic electrical goods to export to Japan, the home of high tech products, where people were so impressed by its performance that the product became a status symbol, selling for £1,200 each. It is now the biggest selling vacuum cleaner in Japan.

Dyson finally entered the US market in 2002. A market so tough that it's regarded as the graveyard for many British companies who often make massive losses or even go out of business trying to succeed there.

When Dyson launched in the US, Hoover had nearly 40% of the market. By the end of 2004 Dyson was the market leader and had all but destroyed Hoover's market share, even though at \$500 the average price of a Dyson in the US was far greater than it's competitors. By the end of 2005 Hoover had only 13.5% of the market.

Hoover, owned by Maytag, was sold to Whirlpool in April 2006. As Hoover's market share continued to plummet, Whirlpool sold Hoover on again in December 2006 to the Hong Kong based manufacturer of the Vax and Dirt Devil brands. Dyson's success has truly swept the world.





It could be argued that Dyson's success is down to a superior product or because it is a trendy design statement. While they may indeed be factors, I would also point out that many brilliant inventions fail to sell. Why? Because people have no idea what the product can do for them.

And that's where Dyson's USP made a world of difference ... you could tell at a glance what a Dyson could do for you that no other vacuum cleaner could do, and that it promises to overcome one of the major frustrations of most other vacuum cleaners ... loss of suction.

Just as Dyson's USP set their product apart from everything else in the marketplace and put the company on the map against all the odds, your USP, properly constructed, will do the same thing for your business. Here are two more examples:

easyJet: "Providing a simple, safe, no frills airline service to UK and European destinations at rock bottom fares"

easyJet is a massive success story, not least because just about everyone from 6 years old onwards understands what easyJet stands for.

Patek Philippe Watches: "You never actually own a Patek Philippe. You merely take care of it for the next generation."

If you're not familiar with Patek Philippe, each individual timepiece takes between 9 months and 9 years to build, and can cost more than a house!

The right USP will quite literally attract attention to your business, set you apart from your competition, fill a perceived gap in the marketplace and motivate people to take action... and of course it will also answer the question "Why should I buy from you?"

Remember when Dyson used the slogan, "The only vacuum cleaner in the world to maintain 100% suction, 100% of the time," they were communicating "Here's what we do for you that nobody else does."

That's what a unique selling proposition does for you and your business. It distinguishes and differentiates you. It communicates to your prospects and customers exactly what benefit or advantage they can expect to receive by doing business with you instead of your competitor.



Your challenge is to identify and understand what you do or can start doing for your customer that gives them a result or an advantage that's superior to your competition. Then you need to integrate it into all your advertising and selling operations. This includes what your sales people do and say, and all the material you use in your brochures, your sales letters, your website etc.

One of the secrets to making decisions easier for your prospects, thus speeding up their decision process, is to express the specific ways in which your product or service excels or is unique so your prospects don't have to spend any time analysing the differences for themselves.

Remember, your prospects are being pummeled by all manner of other people trying to get their business. After a while they lose the ability to differentiate, and everything starts to blur together and sound the same.

How do you discover your key points of difference?

Look at the key benefits of your product or service and compare them against those of your competition, one by one.

- ▲ How is your product or service better or different?
- ▲ How is it easier, faster, cheaper, more reliable, longer lasting, more durable, more flexible, safer, bigger, smaller, friendlier, cleaner, more attractive or more accessible?
- ▲ Is it backed by better support, better service or a better guarantee?
- ▲ Does it do something that none of your competitors' products or services can do?

The answers to these questions will become your key points of difference—those specific areas in which your product or service excels or is unique. You position your product or service against your competition by focusing on these key points of difference.

Your key points of difference, clearly expressed, cut through the fog and help your customers picture quickly how your product or service is superior or unique and worthy of their attention.

Your prospects will appreciate your homework and clarity, and feel that you're easier to work with, because you're easier to understand, which makes it much easier for them to decide in your favour.



You also need to focus on your customer's other roadblocks, bottlenecks and friction points...

- ▲ Making your benefits, claims and promises obvious, compelling and easy to test
- ▲ Providing relevant and believable testimonials.
- ▲ Giving ironclad and generous guarantees
- ▲ Providing demonstrably superior delivery, training and support

... and many other things.

Once you've identified your unique advantage, your job is to communicate that advantage to each prospect by articulating the key benefits of buying from you. But, because your prospects are always short of time, you must be able to communicate these benefits quickly, clearly and effectively so they're easy to remember.

Unless your benefits are easy to remember, your prospect will tune you out. Your completed USP will help your prospects quickly differentiate you from your competition.

Once that's done you'll be able to confidently communicate to anyone, anywhere, any time, the benefits of your product or service—in a way that's easy to digest and comprehend ... and that alone will accelerate your customer's decision speed ❖





# 4

## Customers don't want your product or service!

Whatever your business—whether you realise it or not— your customer is not buying a product. They are not buying a service either.

What they ARE buying, knowingly or otherwise, is one or more outcomes — a result, a solution, a benefit, an answer, a value, an enhancement, an advantage, an improvement, reliability, time saving, convenience, avoidance of pain, eliminating worry and fear, freedom, protection, better environment, safety, economy, pleasure, fulfillment, enjoyment, feelings, self-respect, reward, happiness or prestige, obtaining love, money, health, popularity, leisure, security, entertainment, self-confidence, better appearance, pride of accomplishment, satisfying curiosity, success, avoiding work or risk, self-expression, pride of ownership, comfort, creativity, self-improvement ... or indeed dozens of other things

You don't buy a vacuum cleaner because you want a vacuum cleaner. You buy it because you want a clean home. If James Dyson invented a device that at the flick of a switch instantly cleaned your house using ultrasonic sound waves, you'd never take your vacuum cleaner out of the cupboard again! So what you're really buying is a clean home.

When you buy a car you don't buy airbags because you want airbags... you buy them because you want protection in the event of an accident!

You don't buy a drill because you want a drill. You buy it because you want a hole!

So start thinking of what you do in terms of how your customer will benefit. What do they really want? What outcome or outcomes are they seeking?

Then tell them about the outcomes they'll get when your product or service comes into their lives. Not a boring

description, but a vivid, benefit-filled picture that has the prospect wanting more.

The moment you recognise that people are really buying one or more outcomes you have an enormous advantage over your competitors, who don't realise it. In my experience that usually means about 95% of all the businesses you compete against.

And most of those who do realise it, don't begin to use it to its full potential





# 5 Find out what your marketplace really wants or needs ...or pay the price of lost opportunity!

I explained earlier the importance of conceiving then making your business do what suits the interest of your customer.

Where so many people in business go wrong is that they decide FOR their customers what they want and need... and frequently get it wrong! You cannot afford to make assumptions. If you think you know the answers, you pay a heavy price, and that price is lost opportunity. You therefore have an obligation to DISCOVER what your marketplace really wants and needs.

How do you do that? You ask them to answer a series of questions that'll help you to focus more accurately on their true needs and the key issues behind their buying decisions.

You can ask them in person, by phone, by sending out questionnaires or by inviting them to participate in online surveys. You can ask your current

clients, your past clients, your prospects and people who buy comparable products or services from your competitors.

If you ask them in easy, non-threatening terms and explain that you're trying to refocus your business to better address and provide for the real needs and desires of the marketplace you'll be amazed at the response.

You'll not only gain their respect for having asked them, you will also gain some extraordinarily revealing answers that'll be invaluable to you in your marketing.

The questions you ask should help you to truly pinpoint:

- ▲ What you offer that no-one else offers
- ▲ The biggest needs that your business fills for them

- ▲ The reason or reasons why they do or don't do business with you.
- ▲ The reason or reasons why they do business with your competitor.
- ▲ What's important to them about your product or service.
- ▲ What's unimportant.
- ▲ How your product benefits that customer or how it's used & applied
- ▲ What they like most about it.
- ▲ What they dislike about it.
- ▲ What first stimulated them to start using that product or service.

The answers you get will help you to understand, identify and most importantly determine and address the real needs of your customers and prospects.



## Dominos Pizza

Dominos Pizza is a classic example of a tiny company that succeeded against the odds and went on to achieve enormous success because it discovered what its customers really wanted.

Founded in 1960 in Ypsilanti, Michigan, a suburb of Detroit, Dominos aim, quite simply, was to be the No.1 Pizza company in Detroit within 10 years.



Tom Monaghan, its founder, made many assumptions over that time... that people wanted the best pizza, or they wanted the cheapest pizza, or they wanted the biggest range of toppings.

After 10 years going nowhere, Tom Monaghan started interviewing his clients and discovered three things:

- ▲ They wanted their pizzas freshly made
- ▲ They wanted a delivery service
- ▲ They wouldn't wait more than 30 minutes

From that research Monaghan developed his own USP...

“Your delicious pizza — delivered to your door hot and fresh in thirty minutes or less — or it's yours absolutely free”

Few companies delivered pizza at that time, and nobody was delivering pizza in 30 minutes, so the USP he developed expressed exactly what the customer wanted and was so distinctive that Domino's virtually owned the market for years.





*“If you could see the world through John Smith’s eyes you can sell to John Smith what John Smith buys.”*

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Tom Monaghan says that without that original USP, Dominos would still be one tiny store, and he might still be flipping pizzas. But within 5 years of developing that USP, Domino’s went from 18th ranking in Detroit, to Number 2 worldwide.

The business has now grown to 6,300 stores in 64 countries and in 1998, Tom Monaghan sold a controlling interest for over US\$1 billion.

The moment you understand what your customers really want, what they really need, and what they’re drawn to or repelled by, you’ll become so much more effective, more persuasive and better connected... because you’ll be talking in the language they want to hear.

It’ll multiply the results of everything you do because the moment you determine these needs, you should incorporate that awareness into your advertising, your sales letters, your literature, your website, your emails and everything you or your team do or say.

It amounts to seeing everything from your customer’s perspective. And when you start to do that you’ll often discover that you’ve been basing your entire selling proposition upon issues that are relatively meaningless to your customer, and that what you think is insignificant may actually be of supreme relevance and importance.

To put it another way:

“If you could see the world through John Smith’s eyes you can sell to John Smith what John Smith buys.”

Discovering what your clients really want and need will be a transformational process if you do it ... and also a lot of fun because it’s so clarifying and enlightening. And again it will accelerate your customer’s decision-making cycle ❖



# 6

## Telling your 'behind the scenes' story will attract many more clients

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Educating your prospects and customers better than your competitors is another key factor that will set you apart from your competitors and accelerate your prospects' buying decisions dramatically.

For example, let's say you read a compellingly written article in a magazine or newspaper like the Sunday Times. When you first spot the headline you have no more than momentary or passing interest in the piece.

But the headline grabs your attention and as you start reading on you learn about a fabulous travel destination. You may not even have been aware that it existed and you've certainly never considered going there before. Prior to this article, you knew little or nothing about the place, its people, culture, scenery, its climate or magnificent buildings.

Yet, as you read the article, you're more and more enthralled by what you're learning. By the time you've read the article you want to visit that place. You may even be ready to book a trip right away, or perhaps decide to go within the next 12 months, or maybe you resolve to go in the next five years... or sometime before you die.

The point is, do you believe it's possible in a single reading of a well-written article to go from passing interest at the most

to actually wanting to experience what the article describes?

I've asked that question hundreds of times, and ninety-nine out of a hundred people tell me they believe it's quite possible.

If it's possible for mere ink on paper to have that effect, then why are we not all using that power every day in everything we do?

You do that by taking your clients and prospects behind-the-scenes in your business; by educating them better than anyone else does about what you do, why you do it, how you do it, and what makes you better.



Think about it. Whatever your business, I guarantee that your prospects and clients don't begin to understand everything you know about your product, your service, your business or your profession. If they did they'd either be your clients already, or they'd be doing a lot more business with you than they are doing. The reason they haven't purchased yet, or purchased at the level that they could, is because they're unsure about lots of things:

- ▲ They may not understand how your product or service benefits them.
- ▲ They may not understand all the implications.
- ▲ They may not understand all the opportunities.
- ▲ They may not understand all the ways to avoid problems.
- ▲ They may not understand the many ways they can get the best possible outcome by using your product or service.
- ▲ They may be uncertain of the suitability of your product or service to their situation, or what performance they can expect from it, or how much benefit they'll derive from it or why it's more appropriate or desirable than someone else's.

They're all asking a silent but burning question. That question is, "Why?"

- ▲ Why should I buy from you?
- ▲ Why should I buy this product over another?
- ▲ Why should I buy today?
- ▲ Why should I spend this amount of money?
- ▲ Why should I put my faith in your product, or your service, or your company?"

You've got to help them understand and appreciate the reasons why by answering those questions and overcoming your client or prospect's fears, frustrations, concerns and issues. You do that by educating them; taking them behind-the-scenes; telling them how you go the extra mile, or above and beyond the call of duty.



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A single reading of a behind-the-scenes story like this can take people several rungs up the buying ladder in a single step, dramatically speeding up the decision-making process.

In the process of helping hundreds of people to create these stories for their own businesses over the past ten years I have accumulated hundreds of compelling “behind-the-scenes” stories.

### **The Story That Turned Summit Shirts Into The Market Leader**

The wonderful example I’m going to share with you now comes from a long established but previously largely unknown shirt manufacturer in New Zealand.

When it was suggested to them that they should tell the story about how they made their shirts, their reaction was that nobody would ever read it. After all everyone already knew what a shirt was. Didn’t they?

In due course they were persuaded to tell the story—which was then used in all of their marketing.

Even though everyone already knew what a shirt was, their story had such a powerful impact that the brand emerged from obscurity to market leadership in a matter of months.

People were so impressed by the story that they were willing to pay twice as much for a Summit shirt as they would for competitors’ products of similar quality.

They would also demand a Summit shirt by name from then on ... and they’d recommend Summit shirts to everyone they knew.

The story was used in a variety of ways. It was even included within the packaging of their shirts.

So imagine for a minute that you’ve just bought a new Summit shirt. You unwrap the packaging, and you spot this superbly crafted message. It goes like this:



## How to make your own SUMMIT shirt

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Made in New Zealand doesn't seem to be "cool" at the moment. Importing is "in" but hurts our balance of trade. So why not make your own Summit Shirt. It's simple. Here's how to do it:

First you travel to Japan and Europe visiting the leading Cotton Mills to design a luxurious selection of top quality fabrics. If you meet the minimum requirements you can have your special designs woven to your own specifications.

Three to four months later these fabrics arrive on your doorstep. You can now start designing the style of your shirt. To be up to the latest fashion you should have consulted some of the leading shirtmakers in Europe and America with whom you have had - we hope - close consulting relations for many years. And - of course - you should have attended the major shows in Milan, Rome, New York and Los Angeles.

To make sure cutting is executed to the precise measurements which Summit's shirts are known for we recommend the purchase of an AM5 Gerber Marker Computer which can be yours for a mere \$100,000.

For interlining you buy the heavy weighted 100% cotton "Collino 2300" from Switzerland. It's the best but unfortunately also the most expensive. But then again don't forget it is a Summit you are after. After cutting you can start stitching the 35 parts together. There are some tricky operations. We therefore recommend several specialised high tech sewing machines. There is the Adler 802 for pockets, the Necci V.A.N. for collars, the Durkopp 741 for button holes and Rimoldi 184-00 for french seams. They are highly complicated but do a brilliant job. After you have practised on them for 2-3 months you should start getting the hang of it.

After hemming the tail with the Union Special 39500, all there is left to do is trim off the loose threads, press the shirt carefully and put it on.

But if you don't want to wait that long and don't want to invest thousands of dollars in machinery, simply ask your shirt stockist for a Summit. It's yours instantly for less than half of that. Summit has the staff, the experience and the equipment and makes the finest shirts, right here, in New Zealand, since 1919.

[No one ever regretted buying quality.](#)



Great copy! Simply written but very powerful. Think about it though... What they describe would be no different for just about any shirt manufacturer. They all attend the same trade shows, they all source their fabrics in the same sort of way, they all stitch them together with similar equipment ... and so on.

The difference is that you know Summit do those things, because they tell you. You have no idea about the competitors because they don't tell you.

He who takes you behind the scenes and educates you, owns you!

The more people understand about your product, service or profession, the more comfortable and confident they will be about buying specifically from you... and the faster they'll decide to do business with you.

Your story may be three pages, or it may be seventy pages... or more. What matters is that you put a compelling story together and use sub sets of it as the basis for all of your marketing activities.

The sooner you do that, the sooner you can convert prospects into clients who eventually become advocates... and the sooner you can get everyone in your team to sing from the same song sheet.

One of my clients, a charity, wrote their behind-the scenes journey in the form of a 10 page real life case study that explained everything they do and how they do it. It was aimed at attracting

significant donations from wealthy private individuals or companies.

While the story was still being drafted and needed a bit more polish it was sent out in advance of a meeting at the request of a potential donor who knew nothing about the charity and who they'd never met before. He was so impressed by the story that he wrote out a cheque for £100,000 the first time he met with the charity's chief executive.

This was almost unheard of in the charity world, where it can take years to collect the money that people have pledged. To cut a long story short the charity achieved an eight-fold increase in donations in their first year of using their story.





In Marketing Wizdom terms, your behind-the-scenes journey is one of the key elements of your USP. As I've already mentioned, I have hundreds of compelling stories on file. They're just ink on paper. But if they're written in the right way those stories will produce the most amazing results.

In your business or consumer life there are bound to be a number of businesses who've taken the time to carefully explain to you or tell the story about how their product or service works; how they built up their expertise in their field; how you could use their product or service more advantageously... and many other things.

When those people educated you more than any of their competitors had done you were probably attracted to them at a much higher level than you were to their competitors ... and you undoubtedly did, and probably still do, business with them for that very reason.

I therefore strongly recommend that you take advantage of the same educational power and take people behind the scenes in your business. It'll greatly accelerate your customer's decision cycle ❖





# 7

## ‘Risk-reversal’ will influence up to 80% of people in favour of your business, over your competitors

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The biggest single reason why people don't buy products or services from a supplier, even though they can make a decision and can afford it, is that they don't want to make a mistake or look stupid.

If there's a chance that someone can make a mistake, it's often easier to do nothing because at least they won't be any worse off than they are already!

It's therefore very important that you entirely eliminate the possibility that anyone can make a mistake or look bad when they do business with you.

Just as it's important to identify what people really want when they do business with you. You should also identify the fears, frustrations, concerns and issues that hold them back from making a commitment.

If you then address those concerns by eliminating the real or perceived risks for your prospects, they can't help but take advantage of your product or service, in much bigger numbers.

Recent research on 7-800 massive business successes established that one third of those success stories occurred as a direct result of risk reversal.

If a product or service doesn't meet the expectation of a client, most people in business will gladly replace, re-do, make good or refund to return the client to a state of satisfaction... yet few will ever promote or tell you about that guarantee before the buying transaction.

However up to 80% of people say they'd be influenced in favour of a business that guarantees that their product or service won't fail... over a competitor that doesn't.

It's important to recognise that whenever two people come together to transact business, one person is always asking the other to assume more of the risk than they do.

If you're asking your prospect or client to assume the risk when they purchase your product or service, a lot of them won't do it. And a lot of your customers won't begin to buy at anywhere close to their purchasing capacity because they don't want to take that risk.



So the key here is to recognise that if you can reduce or totally eliminate the risk on the transaction for your customer, a lot more people will buy from you — and they'll buy a lot more, and a lot more often because you're really reducing the barrier of entry, and making it more advantageous for your customer to buy from you than not to buy.

Risk reversal is a simple concept. It requires little or no investment. It makes a massive difference to whether or not people will do business with you. Most people in your industry are unwilling to do it, which immediately gives you an edge. And it speeds up the decision-making process dramatically.

Here's an eye opening example:

### Prism Pest Eradication Guarantee

One of the most stunning guarantees I've ever encountered is that of the pest eradication company in the U.S. called Prism.

Their guarantee is aimed purely in the commercial sector, i.e. with hotels, restaurants etc. From a small market share at the outset, they achieved enormous success once they developed a compelling offer based on a unique guarantee, which must be the ultimate in risk reversal.

Let me share it with you and as I do, just put yourself in the shoes of someone who has a catering business, and needs this service. And at the end of it, decide whether you'd accept their offer...

## Prism Guarantee

- ▲ You don't owe one penny until all the pests on your premises have been eradicated.
- ▲ If you are ever dissatisfied with PRISM's services you will receive a refund for up to 12 months of the company's services... plus fees or another exterminator of your choice for the next year.
- ▲ If a guest spots a pest on your premises, PRISM will pay for the guest's meal or room, send a letter of apology, and pay for a future meal or stay
- ▲ If your facility is closed down due to the presence of roaches or rodents, PRISM will pay any fines, as well as all lost profits, plus \$5,000.

A **stunning** guarantee! And one I think you'll agree GRABS the imagination and sets this company apart.



Now if you were in the catering business, would you accept that offer?

If you think about it, it offers total peace of mind, doesn't it? There would be absolutely no risk in dealing with them, would there?

Would it surprise you to learn that they managed to get 80% of their market ... and because their guarantee gave people total peace of mind they were also able to charge a premium for their service.

How much more do you suppose Prism can charge with a guarantee like that? 2 times more? 5 times more?

In fact, they're up to 10 times more expensive than their nearest competitor ... yet 80% of the market went to them.

To summarise, a good guarantee will eliminate your customers' "risk" in doing business with you, but will not represent a risk to you. If you KNOW your product or service will provide an absolute minimum result or outcome, you should have no problem stating that performance guarantee.

The more specific, measurable, or tangible you can make the customers expectation of a specific outcome, the more appealing your proposition will always be.

If your risk reversal is clearly promoted it will get you a lot more business, and speed up your customer's decision process dramatically ...but keeping it a secret will get you none. Enough said!





# 8

## Getting your clients to recommend and encourage other people to seek out your products or services

One third-party endorsement can be more powerful than dozens of presentations. Getting your clients to recommend and encourage the people they associate with to seek out your products or services is therefore the most coveted prize in business, besides a sale.

When you do a good job of satisfying your customers, a large part of your business is likely to result from referrals or “word of mouth”. Every one of your active and inactive clients should therefore be viewed as a potential source of dozens of referrals.

Referred customers tend to be by far the best and least expensive types of new customer to have. They’re normally “pre-sold” on what you’re offering, and they’re also likely to spend more money, buy more often and be more loyal than any other client you could have ❖

Referral systems make your life easier and more professional. They bring higher profits with increased customer loyalty. They’re surprisingly easy to set up, and require very little extra effort, cost or time. In many cases they represent the most immediate source of increased customers available to your business.

So many businesses tell me that a huge part of their business comes from referrals and word of mouth. If that’s also the case for you, then what percentage of your time, effort and resources do you spend on referral marketing?

If the bulk of your business results from something other than where you spend the bulk of your time, effort, manpower and money, that simple realisation acted upon could improve your business massively overnight.

Re-directing your efforts, attentions and resources on the area of business building that’s producing the greatest result for you can make a substantial difference.

I’m not saying that you don’t do the other things, but for a quick result why not focus on one or two things that already work.

Not only is it easy to get referrals when you approach it the right way, but referrals also tend to be self-perpetuating, with referrals leading to more referrals.

Despite this, most businesses have no formal systems for generating referrals ... Instead most of their time, effort, and money is spent on activities that produce mediocre results at best, when for a fraction of that time and expense they could get many times the results from referral systems.



## Curtain and Blinds company generates 900 leads a day from referrals

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The best time to ask clients for referrals is when they are at the height of their “gratitude curve”. This is when your customers are most pleased with the product or service you have supplied e.g. when you have just eaten a gorgeous meal at a nice restaurant you’re more likely to recommend it. When does that occur in your business?

Referral systems can be put together in many ways. Over the years I’ve accumulated details of over 3,000 different systems in just about any industry you can imagine.

A superb example of a referral system is the one used by a curtain and blind company who were turning over around £4.5 million before they put their referral system in place.

Their referral system now generates 900 leads every single working day, day-in and day-out. That’s over 225,000 leads a year! They now have sales of £25 million a year and attribute 85% of their business to that referral system.

Their referral system is a very nicely written letter that’s sent out when people are at the height of their gratitude curve. In their case that’s immediately after each transaction is completed, before the novelty of the new curtains or blinds has worn off. The letter does several things:

- 1)** It acknowledges the fact that you have a choice of companies to deal with and thanks you for choosing them, which deals with buyer’s remorse.
- 2)** It confirms that you’ve made the right purchasing decision by reassuring you that they care, inviting you to express any concerns and reiterating that you’ll be looked after.
- 3)** It reminds you that your curtains or blinds are covered by a 2 year guarantee, that they’ll do whatever is necessary to guarantee your satisfaction, and that “guarantee” is more than just a word they use, it’s an attitude they practice.
- 4)** It states that they want you to be more than just a customer, they also want you to be a supporter, someone who is so impressed with their service that you recommend the company to your family and friends.



**5)** It also states that they know that it is a privilege they must earn, so you can always expect them to “go the extra mile” to ensure that you’re delighted, to try that bit harder for you at all times.

**6)** They also explain that you’ll be rewarded for each person you refer, and with that in mind, they’ve arranged a special surprise... £20 towards fitting further curtains or blinds, or £10 towards household or electrical goods for each person you refer who has a presentation in their home.

**7)** A certificate is enclosed, to refer other people, and a freepost envelope to make it easy to respond.

**8)** On the front of the certificate there is space to put your name and address, and on the back there is space for the names and phone numbers of two friends. And in a nice extra touch it gives a whole series of suggestions as to what

sort of people are most likely to benefit from the Kresta presentation...

- ▲ Newly-weds or people who have recently set up home together
- ▲ Moving — People who are moving house or who have recently moved house
- ▲ Houseproud — People who’re ready to upgrade their home
- ▲ Lottery winners, or people that have had a windfall, inheritance or legacy!
- ▲ Sick ‘n’ Tired — Neighbours... whose curtains probably just faded when they saw your new ones!

That is a great tip. Never assume your client KNOWS what sort of people to refer to you. Help them out with likely suggestions.

Another great tip. When the coupon is returned completed by a client... a special thank you note goes out to the person doing the referring... together with an extra certificate. After all, if they took the time and cared enough to refer once, aren’t they the perfect prospect to refer again?

Referral systems are surprisingly easy and inexpensive to set up. They also represent the most immediate source of increased customers available to your business.

Besides asking in the right way at the right time, the key ingredient to making your referral systems work is that your customer must understand and appreciate the value and benefit they receive from your product or service ...





*“It’s a good idea to do something in advance for the person from whom you want referrals. This will induce the law of reciprocity.”*

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... which comes back to educating them better than anyone else in your industry.

The best time to ask for referrals, as I mentioned earlier, is when your customers are at the height of their gratitude curve.

This could be when they’ve just bought your product or service, when you’ve fulfilled your promised service or obligation, or when you’ve just done something really great for them.

Just as there are likely to be certain times, depending on your business, when customers are at the height of their gratitude curve naturally, you can also do simple things to put your customers at the height of their gratitude curve pretty much at will.

It’s a good idea to do something in advance for the person from whom you want referrals. This will induce the law of reciprocity. It could be as simple as noting down their birthday and sending them a birthday card, hand signed by you and your team. It’s 100% personal, and is definitely not a common occurrence in most people’s lives, to put it mildly!

Buying them lunch or referring someone to them, may also do the trick.

Finding out what they’re passionate about can also give you a massive pay-back. Cut out and send them articles on the subjects that you know interest them when you come across them. It’s 100% personal, and even if they’ve read the article they’re still likely to be grateful, because it shows that you are thinking of them as an individual.

A classic example of this was when the owner of a web design company approached me a few years ago asking for my help. He had tried for two years, unsuccessfully, to meet the managing director of a well known local company.

He had a proposition that he knew would be excellent for both parties ... but despite many attempts just couldn’t get to meet him. So he asked me for ideas.

I asked him if he knew anyone who knew this MD. It turns out that he knew someone who played golf with him every week. I asked him to find out what this person was passionate about.

It turns out that, besides golf, he was passionate about Microlight flying. We both knew what that was, but neither of us had more than passing knowledge on the subject. So we searched on Amazon, and found over 90 books on the subject.



By looking at readers' reviews, we quickly found one with dozens of glowing write ups... and it only cost £12, so we bought it.

Inside the cover we wrote a message that said, in effect "I spotted this book the other day and couldn't resist buying it for you knowing your interest in Microlight flying. Enjoy it. It's a token of my appreciation for all the business we've done over the years." He then signed it, packaged it and posted it off.

He didn't have to wait long for a response. The next morning he got a phone call from his contact who was absolutely thrilled with the book, and needless to say was at the height of his gratitude curve. He made the point that if there was anything he could do to return the favour, please just ask...

So he did! He asked his contact if he knew the MD of this company, which he did. He explained how hard it had been to meet him, and asked his friend if he could have a word in his ear to open the door.

His contact was only too delighted to oblige, and within two weeks he met and presented to the MD. To cut a long story short, that £12 book was responsible for him landing a £500K annual web design contract that has now continued for more than seven years.

£3.5 million of business for an investment of £12. Not bad!

Once someone is at the height of their gratitude curve, and willing to refer you to other people, you also need to give them a vivid picture of who in their lives would benefit the most from your products or services. Then offer the people they refer a special risk-free incentive.

If you do this every day with every customer you interact with — and you also get your key team members to do it, you can't help but get dozens or even hundreds of new clients... and I hardly need to say that if a client has been referred to you by someone who has no axe to grind, their decision cycle will be much shorter ❖



# 9 Copywriting tips

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Your advertising and sales letters should be nothing less than “salesmanship in print.” In other words they should do the same job that a top salesperson would do if they were face to face.

Most adverts and sales letters fail dismally because they are little better than communication by bullet point.

Think about it, if you were face to face with a prospect and you were only allowed to say what you’d put in your advert or your sales letter, would you make the sale?

If your answer is no, then how can you possibly expect the letter or ad to sell your product or service?

People don’t buy bullet points. They buy well reasoned explanations that take them step by step through a process that attracts their attention, increases their awareness, builds their desire and motivates them to take action.

These are the same steps that you’d have to go through to make a successful face to face sales presentation.

Effective advertising, sales letters, brochures, websites, proposals etc. require you to take, then adapt, the same elements that make a salesperson successful.

The simple fact is that all you have to do to create powerful, effective and very profitable advertising, sales letters, radio commercials or even brochures, fliers and websites is to take the same elements that make your sales presentations work then modify and apply them to whatever advertising medium you’re using. It’s that simple.

If you’re sending a sales letter, for example, your letter must contain as complete and total a sales presentation as is humanly possible.

I’ll give you a few pointers on this soon, but right now I want you to understand that good copy-writing is taking a message that a salesperson would present in person, one on one, and presenting it to hundreds or thousands, or hundreds of thousands, of people simultaneously.



## Write to just one person

A key distinction to remember and appreciate when you're writing copy is that you should write it as if you were writing to just one person. Even though you may buy an ad on a radio station that's heard by five thousand people it's still listened to by just one set of ears at a time.

Even though your newspaper ad may be seen by hundreds of thousands of readers, it is read on the train, in coffee shops, in offices and in homes, by one person at a time.

Even though you may send out 10,000 letters this week, they are received by one person at a time, and read individually by that recipient ... so always write to the one person who is reading that ad at any one time.

Here are a couple of "million dollar" copywriting tips, which seem so simple;

yet not one in a hundred people get it right.

## Write as you speak

You've all seen those classic bureaucratic gems that go:

"We refer to your letter of the 23rd instant regarding your purchase of an XYZ Model Widget and wish to advise further developments on same..."

Terrible! No one ever speaks that way... so why write that way? Be you. Write as you speak (within reason!). Even better, write from the heart. People always prefer to deal with someone who is passionate about what they do, so let that come through in the way you write.

What to you may be "just" a standard letter, to your prospect or customer, it is an important, personal communication from someone they trust. What you say and HOW you say it, will affect their

lives in a small way. Write naturally and genuinely and you'll affect them positively.





## Use the 'Point of YOU'

Here is a golden rule. Always write as if you're looking through the recipient's eyes! That way, you will focus on what THEY want and not what YOU want.

This will make a PROFOUND impact on how your written communication is received. Yet it's such a simple technique. Use the word "**you**" in your copy and correspondence far more frequently than the word "**we**."

To check how effectively you do this, here is a simple but very effective exercise you can carry out. Get all of your existing letters, brochures, direct mail pieces, proposals, website content, adverts and your company profile. Then get a red highlighter and a green one. Then go through each of your written pieces... and highlight with the RED pen every time you see the word "**I**", "**me**", "**my**", "**we**" "**our**" or "**us**" or the name of your company.

Then with the GREEN pen, highlight every time you see "**you**", or "**your**" or the other person's name, or the name of their company.

Now... COUNT the green and red highlights. If your communication is effectively written, in what we call a "Point of YOU" format, you'll have about 5 GREEN highlights (you's!) to every RED (we's) highlight.

If your ratio is the other way, YOU HAVE A PROBLEM! Your focus is on YOU, NOT the reader.

Simple. But effective, I guarantee you.





## Bank Letter How NOT to do it...

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Now let's have a look at some examples of how not to do it, in contrast with the way it SHOULD be done...

The first is a letter from a bank (which will remain nameless to spare their embarrassment). It's a classic.

*Dear Mr. X*

*I write further to your recent conversation with my colleague, Adrian Berry, to introduce myself, and the service I provide, which I believe will be of interest to you.*

*I operate from Bank House where I act as Relationship Manager to various small businesses. My objective is to provide my customers with a specific point of contact for all their banking requirements.*

*In future, I would be delighted to act as your business Manager and would suggest that if you are agreeable to this, we meet up to put faces to names and consider any ways you feel I may be able to help you with your current business activities. Unfortunately, as I do not appear to have your contact telephone number on file, perhaps you would like to call me to arrange a mutually convenient appointment.*

*I look forward to hearing from you in the near future.*

*With kind regards.*

*Yours sincerely*

*xxxxxxx*

*Business Manager*



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Now let's look at a letter written in a "Point of YOU" format.

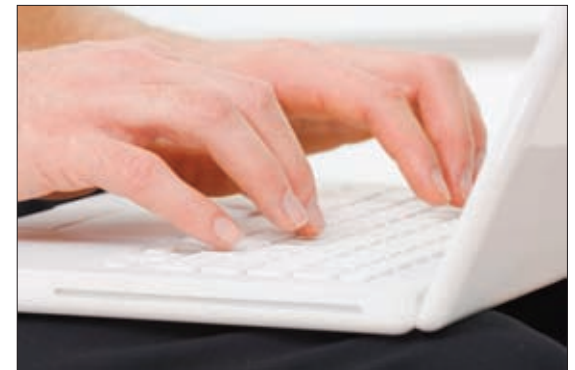
This was written for one of our clients, a recruitment company who were very good at keeping business once they'd landed it, but found it hard to win new business because recruitment is so competitive.

They had tried writing letters in the past, but they hadn't worked.

We helped them to put together their "behind-the-scenes" story, as mentioned earlier in this book, then put together a three page letter, the beginning of which is reproduced on the next page.

Before they went live with the letter it was tested on twenty prospects who had already slammed the door in their face. Amazingly for the client, who had been convinced that letters wouldn't work, fifteen out of the twenty prospects contacted him within a few days of receiving the letter, and what had been a major effort before became an effortless process.

Here is the start of that letter ...







## Recruitment Company How it SHOULD be done!

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Can you see the difference this makes? Even the headline has “you” in it twice. Before you’ve even started reading the letter, it’s “your” hassle free search and selection service.

Advertising and sales letters should be salesmanship multiplied ... but ultimately it’s you talking to me, the customer or prospect, one on one.

So use these copywriting tips whenever you write anything that requires the recipient to take action and see your results soar ❖

### Your Hassle Free Search & Selection Service... Providing Valued Managers Who Share The Same Ethics and Drive as You

Dear xxxxxx,

For your company to perform as effectively as possible, you need to find the right people for senior and middle management. Not only do you need people with the right background and experience ... but you deserve people who’ll be valued members of your team.

By discussing with you, your individual requirements, we’ll provide you with a hassle free process on which you can depend. Your time will be left free to manage your business until your shortlist is ready for presentation.

#### Understanding Your Needs

Our first meeting with you will identify your exact requirements. Firstly we want to know as much about you as possible. The history of your company and the nature of your business; your markets; your strategy and culture – the challenges that face you in the future.

You’ll feel more secure knowing that we fully understand the purpose of the role; its dimensions; the primary relationships (internal and external); the key result areas; the performance indicators; the decision-making demands; the key competencies and the job challenges.

This information will enable a profile to be designed of the person who will best suit your requirements, enabling us to look for far more than just the right background and experience.

After the meeting we’ll feed back this information to you so that you can be sure we have a full understanding of what is required from your new team member before the recruitment drive commences.

#### The Right Candidates for You

We will source your candidates by using the most cost-effective methods for you. Targeted search or advertising may be used... (the letter continued for 3 pages...)



# 10

## How to eliminate all uncertainty and guesswork from your marketing

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How can you always be certain of results from your marketing?

Simply put, if you do nothing more than try one approach against another, one supposition against another, one way of doing something, of saying something, of pricing something, of guaranteeing something, of explaining something, of promoting something against another, and you measure and compare results, you'll be delighted and surprised to see that one way will always out-perform another, sometimes by a massive margin.

It's not at all unusual, when you compare the effectiveness of one approach against another, for the superior approach to out-perform the inferior one by as much as 5, 10 or 20 times.

Try this exercise. Which of the following "offers" would you be more likely to respond to?

HALF PRICE ... 50% OFF ... SAVE £11 ... TWO FOR £22 ... BUY ONE GET ONE FREE.

When we ask that question the audience normally agree that fundamentally, they're all essentially the same in money terms. Yet, clearly, one out-pulled the others. Can you tell which one it was?

BUY ONE GET ONE FREE frequently achieves 300-500% better response than the others! Illogical. But true.

Think for a minute about the selling approach you're currently using, your current pricing structure, the benefits you may be concentrating on when you're selling your product or service. They could be under-performing and delivering as little as 5% of their true potential!

The point is - and this is not guesswork - when you test one approach against another and carefully analyse the results,

you will be amazed that one approach always out-pulls all the others. You'll also be amazed at how much better you can do with the same amount of time and effort.

It's amazing how few companies ever test any aspect of their marketing and compare it to something else. They bet their destiny on arbitrary, subjective decisions and conjecture. You don't have the right or the power to predetermine what the marketplace wants and what the best price, package, or approach will be.

Rather, you have the obligation, opportunity, and power to put every important marketing question to a vote by the only people whose ballots count: clients and prospects, who vote with their cheque books, credit cards, and contracts.



Testing is a fantastic way to prove, inexpensively, the power of a headline.

It's always a good idea to test the response before committing to a larger-scale rollout or costly display ad or letter.

One company discovered the value of testing by trying 4 different headlines for a diet product, over a 3-month period. The sales material remained identical. Only the headline was different in each case.

The headlines were as follows:

1. "Breakthrough New Diet Product!"
2. "A New Diet Revolution!"
3. "How A "Bristol Housewife" Lost 23.5 Pounds In 32 Days!"
4. "Dieting Secrets Of A Desperate Housewife!"

Every individual response was carefully tracked and recorded. The actual documented results may surprise you.

Total sales were 165 units over this testing period. Here's a breakdown of the results produced by each specific headline:

1. 13 Sales (8% of total sales)  
"Breakthrough New Diet Product!"
2. 8 Sales (5% of total sales)  
"A New Diet Revolution!"
3. 98 Sales (59% of total sales)  
"How A "Bristol Housewife" Lost 23.5 Pounds In 32 Days!"
4. 46 Sales (28% of total sales)  
"Dieting Secrets Of A Desperate Housewife!"

As you can see, the most successful headline produced nearly 12 times the number of sales of the least responsive headline! That's a huge variation.

What a discovery to find early on in the marketing process! This is the kind of information that can help you make a fortune as a marketer! The key in this case, was the headline and the ability to determine the most effective appeal to use.

That's the value of testing. Use it and it can help you find a winner, too.

You'll never maximise your performance unless you know how to make the best use of your time, opportunities, efforts, and investments.

You can't get the best results until you comprehensively evaluate all the different approaches you have available in all your business activities.

One approach will often out-perform another, many times over. The odds are that you are currently under-performing and not reaching your full potential because you're depending on the wrong actions or approaches for your success.



You can't do what's right and never make those mistakes again.

Testing applies to every aspect of marketing. You can do small, inexpensive tests.

If you run ads in newspapers or magazines, test different approaches, different headlines, different emphases, different packages, different rationales, different pricing, and different bonuses on top of the basic offer.

Test different ways of getting people to contact you. Test positioning in the front, back, right, or left-hand side of the page.

Test your sales presentations too. Then test different recommended opening statements against whatever it is you currently use. You'll find a big improvement in results here, too.

After testing your headline or opening statement, and replacing what you were

doing with whatever test approach outperforms the original, keep on testing additional factors.

Make specific offers and analyse the number of responses, prospects, and resulting sales for each specific ad. Then compute the cost per prospect, the cost per sale, the average sale per prospect, the average conversion per prospect, and the average profit per sale against your control. This reveals the winner, which we call "the control" that you will keep running until a better control beats it.

Remember, an ad costs you the same whether it produces one hundred prospects, one thousand prospects, or ten thousand prospects ... or none!

It stands to reason that you should test different ad approaches and find those that out-pull all the others. Then use those approaches to maximise your investment.





## Want to learn more...? Join us on a three day workshop

Robert Clay's 3-day "Quantum Leap" workshop will give you the tools, the knowledge, the focus, the sense of direction, the inspiration, the reassurance and the encouragement you need to make a substantial difference in your business.

It's difficult to find words to convey the benefits of this workshop, as it's quite unlike any other seminar or workshop in its methodology, but our clients are always thrilled and amazed at the opportunities they uncover.

### Unlocking your vision

For many people it unlocks a vision that's been at the back of their minds for years, then pulls it to the front, expands it and gives that vision substance in a straightforward, believable and achievable manner, in complete congruity with who they are, what they do and the things they most enjoy doing.

It'll certainly make you look at your business from some completely new and refreshing perspectives. You're bound to come away with some unexpected, but simple and easily implemented, answers to some of the things you may have been thinking about for years but done nothing about.

### Understanding how everything comes together

At the end of your three days you'll clearly understand how and why all the pieces of the jigsaw fit together to create a very cohesive model with your own individual stamp on it ... and unconstrained by the way that other people have approached it.

You'll also come away understanding how to formulate and structure your activities on a daily, monthly and yearly basis ... knowing how you can achieve remarkable results from simple actions, that you don't need to be a superman to implement.

These are just some of the reasons why this workshop has always exceeded attendee's expectations, and we guarantee that you'll look back on it as one of the most worthwhile experiences of your business life.



## Your 100% RISK FREE Guarantee

Hearing about this workshop is one thing. The only way you'll fully appreciate its depth and range, and the impact it'll have on your business, is to experience it for yourself. That's when you'll get all the proof you need ... with absolutely no risk. In fact, here's our 100% RISK FREE Guarantee:



We guarantee that you'll learn more about growing your business in three days, than 99% of businesses will learn in a lifetime. If you're not absolutely convinced by 2pm on your second day that you've been given new ideas worth many times your investment in this workshop, we honestly want you to ask for a full and immediate refund. No questions asked. No fine print. No red tape. No hard feelings either.

The worst that can happen is that you come out streets ahead just for deciding to participate. There's absolutely no way you can lose, even if you do want your money back.

That means that there is no risk whatsoever on your part. The burden to deliver is entirely on us. If you're not convinced the workshop will make a substantial difference to your business, we're the loser, not you.

Is that fair?

The truth is that once you understand the impact of applying the secrets of 260 of the greatest marketing minds on the planet to your business, it's most unlikely that you'd want your money back. This workshop probably represents the biggest gold mine of structured marketing approaches that's ever been made available to you.

Just attend the workshop to see if we're right!

To book your place, please get in touch:

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Published by  
Marketing Wizdom Ltd

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**Robert Clay** has been growing businesses since age 19 and has built up a wealth of knowledge on marketing. He started his first business with no capital, reaching no.3 in his field in the UK within 7 years. His second business reached No.3 in Europe after 3 years.

After selling both businesses he was persuaded that his approach to marketing could be used to grow any business successfully. He subsequently studied over 100 of the world's most successful business growth strategies.

He also conducted an unusual decade-long marketing experiment, providing smart successful business leaders with world-class knowledge of low-risk/high-return marketing strategies that really work. Many of the participants went on to achieve success and market leadership in their fields. That process eventually led to a new way of helping aspiring market leaders to achieve their aspirations.

Robert was independently ranked as the UK's No.1 marketer out of 42,559 UK advertising and marketing professionals on LinkedIn, based on rankings sorted by recommendations.

This, his first book, is based on the content of a wildly popular 2-hour introductory seminar that he delivered for some 10 years. It will provide you with an array of simple, obvious, common sense and immediately useable marketing ideas that are guaranteed to set your business apart, attract an abundance of prime prospects, and allow you to break into lucrative new markets, even if you have a tiny or non-existent marketing budget.

