



**Conquering  
Your  
Market  
With A One Man  
Army!**

**A Complete Guide To  
Effectively Market Your  
Small Business.**

**by Andrew Wood**

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A Complete Guide To Effectively  
Market Your Small Business.

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# Introduction

***Hi. This is Andrew Wood, and welcome to “Conquering Your Market With A One Man Army.”***

I get at least two or three phone calls a day from small businesses around the country looking for the magic answer to a couple of age old questions:

***How do you get more clients, and how do you keep them longer?***



The answers are, of course, simple, but they're not magic. On the contrary, they demand a great deal of hard work and effort. Success in any business I often liken to a giant jigsaw puzzle. Through my audio programs, my staff and I have developed a plan to help you achieve success in your market. But like a giant jigsaw puzzle, if you don't put all the pieces together, you won't get the results you want.

The real key to success in business, is to take all the small things that you know for a fact work and do more of them, more often. That, in a nutshell, is the real key to making it big in business. In this program you will find over a hundred different ways to make your business stand out, attract and keep more clients or customers than ever before! And all these ideas work; you have to simply put enough of them into action on a consistent basis to make them pay off for you.

This program will teach you how to get the most out of your marketing efforts. If you're already starting with a successful business, then so much the better. The program will show you how to maximize your efforts. If you're stuck in a rut or unhappy with your present business situation, then this program will inject vitality into your mind and spur you on to better things. I hope that most of you get a good many ideas from this program. But even if you only get one or two, the program will still have been worth your time and money. One good idea can go a long way in helping you reach your goals.

You may already be familiar with some of the ideas presented in this program, but have not yet put them into action. If this program helps you to take action, then again, you will have invested wisely.

A great many of the ideas referred to in this program are simple. However, that does not make them any less valuable



as a piece of the puzzle of success. Put all of these simple ideas together and you have a powerful formula for success in business, and in any other thing you choose to do.

If you read this program only once, you will not do it justice, or do justice to yourself. It is packed full of ideas and strategies to help you get the most out of your business. These ideas will spark your own imagination, spinning off into tangents that in turn will lead you to generate good ideas of your own. By reading this program over and over again, you will continue to pick up valuable points which you had previously overlooked. Like an intricate movie plot you must see several times to fully understand, this program will pay you dividends each and every time you read it.

Here's what to do to get maximum results from this information...

**First, read the program once all the way through to get an overview of what you must do to fulfill your marketing potential.**

**Then, go back and read to each chapter again. Make notes in the margins as you read, and plan your strategy for market domination.**

When you've read the chapters for a second time, go back through your notes and your notes in the margins and number each idea you wish to implement.

After numbering your ideas, place another number alongside each idea to indicate its priority based on the idea's overall importance to your marketing plan.

Finally, lay out a schedule that will run over the next few months. Set specific dates for starting your marketing success plan. Pick one day each week to review your goals and redefine your scheduling strategy where necessary.

By working in this fashion you will keep yourself on track, easily and effectively reaching new marketing targets. You can quickly get ahead in your business by using the proven marketing concepts presented in this program.

It's up to you to take action on these concepts and make your marketing plan happen. Only a few percent of people who read this program will ultimately implement the steps I've just described. Make sure that you're one of them!



# 1 • Understanding Marketing

*If you ask any number of people what they do for a living, a few of them will tell you marketing. Rarely do two of these people do the same thing and yet they group their job under this loose heading. So to start, let's define exactly what marketing is so we can make sure that we cover all our bases. In the broadest sense of the word marketing covers six key areas:*

## 1. Market Research To Determine Your Target Audience.

The first step in any marketing effort is to choose a market. Perhaps the single biggest mistake in most small business marketing is never choosing or defining a specific enough market. If you have a product that everyone will buy you have a problem, reaching everyone with your message is very expensive. When I started my advertising agency I had a

business that any other business could benefit from. Instead I choose just 500 companies to market to, all of whom were in my geographic area and in my basic area of expertise. By focusing my efforts in this manner I was able to gain three national accounts within just 90 days from a ten-by-ten room with a staff of one.

Choosing a specific market is not enough though; next you must determine whether there are enough clients, or would-be customers, in your market to justify the business or service you intend to offer. They must have enough discretionary income to be able to afford your products or service and you must be accessible to your targeted population base. The results of your market research will also be particularly useful in designing effective ads and promotional literature and in determining pricing, packaging, and selling methods.



## 2. Location Analysis.

Although in today's world of technology more and more businesses in the computer and service sectors are not location-dependent, for the average small business the old adage of what makes for good real estate holds true for what makes a small business successful. **Location, location, location.**

You must analyze the market in your present location, in order to decide whether it has the potential to provide the income you desire. It must have enough people of the right income, and it must be visible and accessible to those people or your business will not work. Even with enough people of the right discretionary income, you must also consider what other businesses are already in your market to shrink the number of customers you might gain in any given area. When



I started in the martial arts business, I was the only school in a town of 60,000. It was an absolute gold mine! When I sold it there were 18 other schools in town! What had been a choice location had turned into a very tough place to make a living. By seeking out another location and moving to a growth area less than twenty miles away where I was the only school in town, I was able to reproduce an excellent business with minimum effort.

## 3. Determining Your Product Or Service.

**What business are you really in?** Sounds like a dumb question, but many people don't know while others either are in the wrong business or, upon reflection, a different business than what they thought they were in. What you might think is obvious often is not.

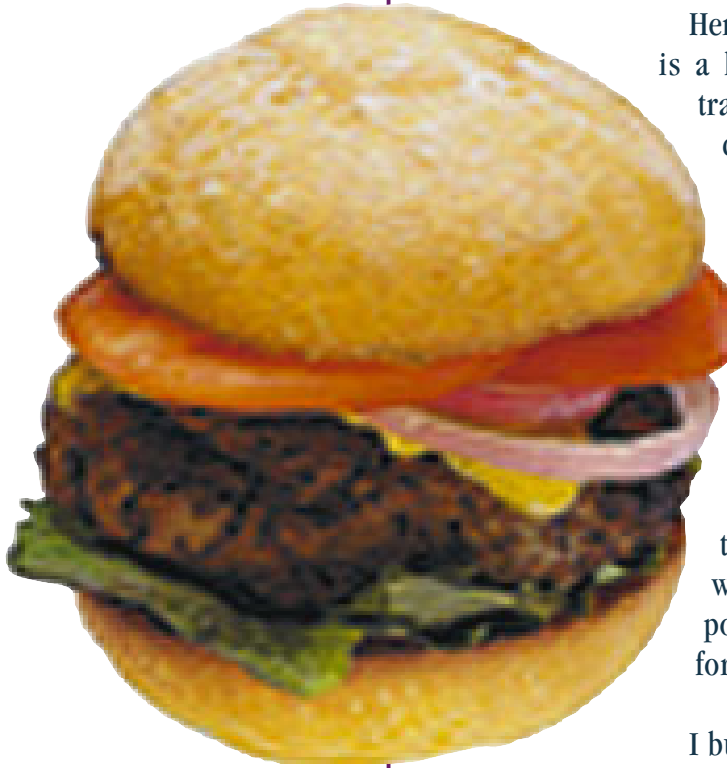
For example, what business is McDonalds in? Burger King thought that McDonalds was in the hamburger business, so they spent millions telling people that their burgers tasted better because they were flame broiled. The fact is that nobody cared, least of all McDonalds because McDonalds is really in the entertainment business. That's why they have giant play pens, that's why they have happy meals with free toys.





That's why they run ads with clowns, not chefs. My kids don't care if Burger King tastes better, they aren't going for the food!

***Hello! Makes you think, doesn't it!***



Here's another example, what business is a karate instructor in? If he is a traditional instructor it might be self defense. If that is the business he is in, I guarantee you that he will have only a handful of students. If he is an aerobic kickboxing instructor, he might be in the fitness business and he'll have lost people, mainly women going in and out with very few lasting more than nine weeks. If he is a savvy instructor who wants long-term success in the business and wants to capture as many people as possible, he is going to be in the, wait for it, self development business.

I built a national organization on this premise, we help people become physically and mentally strong. Our physical curriculum helps people stay in shape and learn to defend themselves while our mental curriculum teaches key traits like self discipline, confidence and persistence. I feel that this combination is personal development at it's finest, and I can assure you that over the long haul it's a far more effective position than any other in that particular industry.

The point is that many small business owners spend thousands sending out a message about their business that is either wrong or ineffective in maximizing their potential. By analyzing what business you are in, and what products and service fit into that business, you will be able to maximize your market and boost your profits.

#### **4. Pricing Your Products & Services.**

***Why do you charge what you charge?*** Most people base their prices on what others do or nebulous statements like, "that's what the market will bear". You must be able to price your product or service in such a way as to make a fair



profit after expenses. You might find, as I did, that business soars when you raise your prices by over 100%. Challenge your packaging and your prices. You will find that packaging your products or services in creative ways is the fastest and easiest way to dramatically increase you business.

## 5. Advertising, Promotional Literature & PR.

This is probably what most people have in mind when they think of marketing. These activities are of the utmost importance and must be executed effectively in order to return maximum results for dollars invested. Most promotional literature is a giant waste of money for three reasons:



**First, it's not targeted to the right people.**

**Second, it's not set up to read from the client's perspective, not enough of "what's in this for me?"**

**Third, it's not tracked or followed up correctly.**

By engaging in simple market research you can eliminate the first problem. We'll get to the others later.



## 6. Sales.

Getting to the right people and generating leads is great, but if a sale is not consummated it will all be for naught. To sell successfully is an art, but it is an art that can be acquired. Different fields of endeavor call for different selling methods, but the basics of selling seldom change from business to business. Needs must be established in the minds of the customer, giving you a chance to provide solutions — whether that solution is a dozen roses, a computer that works, or a model train. Coordination of efforts All of the activities I have just mentioned must be coordinated into an overall effective plan of action, where each complements the other. You will quickly understand how each subject relates to and affects the others. Then devise your own course of action, taking into account your personality, background and skills, and the characteristics of the target market that you intend to



service. As you listen to this section and the ones that follow, keep a pencil and paper nearby so you can jot down notes and ideas as they come to you. You should use these notes to help write a marketing plan. No matter how crude, plans that make their way onto paper are always more effective than those that don't!

## Shotgun Marketing

Shotgun marketing, simply throwing money away on ads, yellow pages and promotions is not the way to do business in the 21st century. The way to do business is to really zero in on who your market is, and who your potential market is, and then follow up by matching your message to that market.

### *Who are your customers? And what do you know about them?*

When I ask an audience at one of my seminars who their customers are, they usually answer with very nebulous answers. Recently a lady who ran a toy store answered by saying, "Well, gee, most of 'em are kids." That's not a good answer. What do their parents do? Where do they work? What do they drive? What else do they do? Is the kid involved in Little League? Is the kid involved in swimming? Is the kid involved in hockey or soccer?

You want to know as much as you possibly can about each and every person involved in buying from your business. Because once you start tabulating these results, you're going to find that there are some very, very distinct patterns to the people that patronize your store. Maybe you'll find that 50% of them all go to the same private school. Maybe you'll find that 20% of them all go to the same church. And you'll say, "What value could that be, knowing that they all go to the same church?"

Well, consider this, suppose you're spending \$400 or \$500 a week running an ad in the local paper or the Shopper. All of a sudden the church comes along, or you hear through the grapevine, that the church is having a church fair, or a Christmas fair, or something like that, and they want to know whether you'll be interested in spending \$100 for a booth. If you've got 20 or 30 clients from the same church, spending \$100 on that booth is a tremendous optimization of your time, money

**You want to know as much as you possibly can about each and every person involved in buying from your business.**

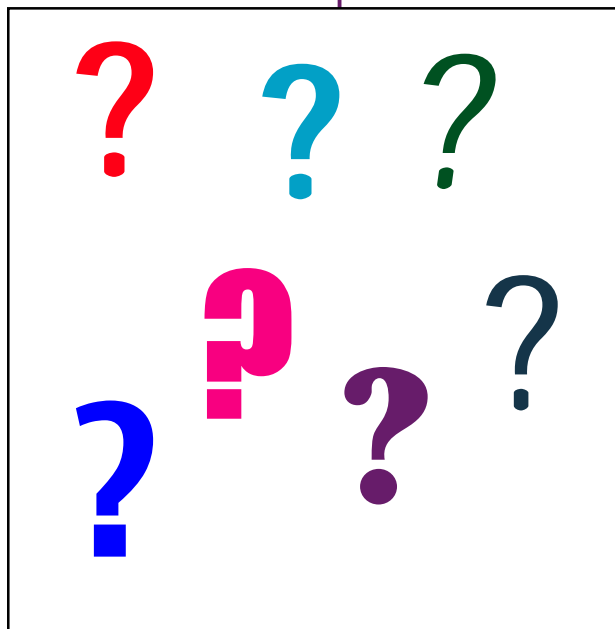


and effort. So, understanding really who your customers are can give you a tremendous advantage over many of your competitors. Because most of your competitors are out there shotgunning the world and trying to see what sticks. That's not the way to market these days. The way to market is to truly target two or three very specific groups.

***If you do that, the results will be tremendous!***

## Market Research

### Gathering Marketing Information



Before you can successfully design an ad or select the best media or marketing methods for your business, you must first determine the exact nature of your client base; i.e., "Who are they and what do they want?" Multi-billion dollar, Fortune 500 companies spend millions every year to keep their finger on the pulse of their markets. The data they gather shapes the future of their company and how they will spend their advertising dollars. How to gather information An easy and convenient way to gather information about your customers is to include some specific questions on your application, if you use one prior to a sale, or on your

warranty card after a purchase. If neither an application or warranty card are applicable to your business, you can offer a small premium or gift for those customers who are willing to answer a few short questions on a survey or on a simple customer service card. In my experience very few people are unwilling to give you this information if you ask them in a nice way.

For example, "*Mrs. Smith, may I ask you a couple of questions that would aid us in our marketing efforts?*" Or "*Sir, if you would give us your business card, or fill in our customer card, we'll give you a free golf ball.*" In my seminars I gather leads and information by offering a free newsletter to anyone who gives me their business card. This, of course, gives me their name, address, phone, fax and e-mail, all very useful for my future marketing efforts.



If you are in a business where you can have the clients fill in an application or some kind of registration card, the application should include these questions:

### #1. Where do you work?

This is a useful piece of information. Let's say you have a customer in the printing business, another who is a lawyer, and yet another who is an accountant. These customers, and others whose services you may require at one time or another, are normally willing to help you at a reduced cost. It's often possible to trade or barter your services for printing, accounting, or other services, and eliminate certain expenses altogether.

A second, perhaps more important reason for asking this question, is to determine this particular person's sphere of influence. For example as someone one who speaks for a living, I come into contact with a very large group of people that I will influence one way or another. Good experiences and bad alike get shared with thousands of people. A corporate VP or CEO will be able to help you distribute your literature for free or get you in front of hundreds of people if you win them over to your side. A Pizza store owner will have a great place to put lead boxes, while another professional might be the source of additional referrals.

Apart from anything else, knowing what a person does gives you an excellent opportunity to talk to them and build rapport during your initial contact. For example, *"I see you are with the police force — that must be a very interesting job."* Or, *"Where is the restaurant you work at located? What type of food do they serve?"*

By getting prospective or existing customers talking about what they do, you are building that most vital of marketing ingredients, instant rapport.



## #2. Where do you live?

This is, of course, a basic question which other than adding to your database can save you thousands of wasted dollars a year. When I was running a small karate school in Irvine, California I generated the majority of my prospective calls each month from the full-page ads I ran in a local direct mail publication called the Pennysaver. The Pennysaver was divided into five zones with each zone representing approximately ten thousand people. For months I ran in all five zones since my business was more or less centrally located to all the zones. Then one day with little on my agenda, I bought a street map of the city and started to plot where my customers lived with little red pins. Low and behold, 90% of my customers came from one of the five zones. It was a startling discovery since it wasn't even the most affluent of the zones. From that point on I was able to reduce the cost of my advertising by almost 70% and still attract the same number of customers. Every now and then I'd test an ad back out in the other zones, but the fact remained that the bulk of my students came from a single zone.



**Do your homework.** It's well worth the effort to check your city street map and place a dot or pin representing each customer on their street address. Then draw a ring around your location slightly outside the largest concentration of customers. This will give you your advertising target area. The area within the circle will produce the most effective return for your advertising dollar. Look at the areas with the highest concentration of names, is it a different zip code, housing development, or area? Each differentiation you can make should give you clues on how to target your market more effectively in the future!

## #3. What made you choose our business?

The prospective customer's answer to this question will not only help you in your marketing efforts it will very often enable you to individualize your sales presentation to his exact needs. Sell him exactly what he wants... *not what you think he should want!*



Zone in on each individual's particular needs. If he says he chose your golf instruction business because you were close and he wants to hit the ball further, you can then explain how your tuition will have that precise effect. Very often you can get massive insight into what you should be focusing your marketing message on by listening to what customers are saying.

#### #4. What is your goal?

This is a very important question that might be asked in several different ways depending on your business. In the Martial Arts business we would ask what the student hoped to gain by taking lessons. Once they answered, it not only gave us fuel to target our future marketing, but just as in the previous question, it also gave us the answers needed to actually sign the prospect up. In some cases you might list possible goals and have them check one or more. For instance, if you had a weight loss center you might have them enter their ideal weight!

Over a period of time in the Martial Arts business I noticed that more and more mothers were checking an increase in their child's self esteem as the primary reason why they were signing their child up for karate lessons. This small item allowed me to develop a new series of ads which were quite simply the most successful we ever developed.

The ad read, **"Arm Your Child With Self Esteem,"** and the phone rang off the hook simply because we were paying attention to what our customers were telling us in their applications.

#### #5. How did you hear about our business?

This will give you some indication of how well your present ads and promotions are working. Did the prospect see your ad in the local newspaper or the Yellow Pages? Was he referred to you by another customer or by an acquaintance? If so, make a note to personally thank the person who recommended your services. Did they drive by and see you sign from the side of the road or did a coupon or flyer peak their interest. This feedback tells you where to spend more of your marketing money and where to stop spending it!

Very often  
you can get  
massive insight  
into what you  
should be focusing  
your marketing  
message on  
by listening to  
what customers  
are saying.

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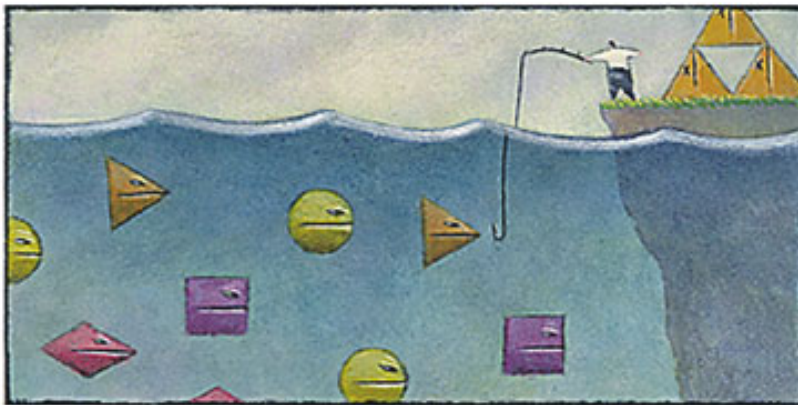


In my advertising business, just as I was questioning the value of my monthly newsletter, two clients in a row said it was the deciding factor in choosing my business. It went on to produce \$500,000 worth of billable business in the next few months.

In the karate business, the Pennysaver always seemed to pull well in my one store, yet at a second location not far away it produced nothing. In yet another store, coupons proved to be the best use of marketing dollars. The fact is that what works in one area won't always work in another, even with the same business.

That's why it's crucial to determine how people are finding out about you and to direct your budget in that direction.

## #6. Do you know of any one else who might benefit from our products or service?



This is a wonderful way to uncover future leads, and you would be surprised how many people will fill in a name and number. Why? Because they have been asked a question and it was asked in writing.

These are some of the key questions you can ask on an

application or customer card. The key is to use this information to spot trends that affect your marketing and to uncover any spheres of influence your customers may have at work or with friends who might also benefit from what you have to sell.

## Surveys

Where applications, or registration cards are not applicable you can always turn to good old fashioned surveys. Take to the road.

The first way to use surveys is to take out your clip board and hit the road so you get face-to-face answers to your questions from customers and potential customers. Stand outside your business and ask people going in, coming out, and walking by the three or four key questions you feel you need to know to hone your marketing message.



At Martial Arts America we put together a little one-page survey that simply asks the question, *“Which one of these traits do you think are most important in your child’s life?”* It’s got little boxes for self-esteem, for confidence, or goal-setting, for persistence, loyalty, etc. We go around the mall, or around the shopping center where my school was located, with a little clipboard, and we walk up to people, parents who have children with them. And we say to the parent, *“Excuse me. I’m Andrew Wood from Martial Arts America and I wonder if you’d take a moment to fill out this little survey. If you would, then I’ll give Johnny one of our free Martial Arts America activity books.”* 90% of the time, their parents have no problem. The kid’s excited, he’s going to get this coloring book. And their parent fills out her name, address, phone number, and checks off what things are most important to her for her child.



Once we have these surveys, we take them back to the school, put them in the computer and follow up with that person. Now if the person has checked self-esteem as the thing they’re most interested in, guess what type of approach we use in the follow-up? We use our **“Arm Your Child With Self Esteem”** approach.

If the person has checked self-discipline or better grades, we use a different approach when we call them on the phone. We have different scripts developed for each one of these things dependent on which ones they check. So it’s a very, very targeted follow-up, both by mail and through a telemarketing effort.

Plus, when this woman comes in with her child, we have a very, very good idea of what she wants. Now we don’t hold up the survey and say, *“Well, Mrs. Smith, I see from this survey you’re interested in self-esteem.”* No. We’re much more subtle than that. But, we feed back to them in the parent conversation and in the class the very same things they checked as the key things they’re interested in.

Use direct mail with the promise of a gift. If you have existing clients it never hurts to send them a survey once or



twice a year. Ask how you are doing, ask what they like and dislike, and perhaps more importantly, ask them what they want. What could you offer that you are not doing at the moment? More selection, longer hours, private instruction or different brands?

So many small businesses are run on the basis of *“here is our offering,”* that’s what the customers will have to buy! But they don’t; they can always go somewhere else! Offer a free gift or prize drawing to all those who respond and you will increase your selection of responses. I have been sent dollar bills, golf balls, calculators, diaries and a host of other premiums as incentives to fill out and send back questionnaires that help companies with their marketing.

If you have no customers or want a different set of customers, you can buy a targeted mailing list. In the case of our golf shop we could acquire a list of golfers in the area. This can be easily acquired from a local mailing list broker found in the yellow pages.

You might ask the prospects if they are happy with the present selection in the area. You might ask whether they would like to take lessons indoors during the winter and keep their game in shape. You might ask what they think is a fair price for a 30-minute golf lesson, etc.

## Use e-mail

If your business is nationwide you can gather information on prospects and clients via the web. I am frequently sent such questionnaires and sometimes fill them in, especially if there is a small reward involved.

## Local Information

General data on your particular town can always be found easily and inexpensively at your local chamber of commerce, library or real estate office. There you can gather both hard information in terms of demographics and buying power and inside information on buying habits and trends in your city. Don’t ignore such sources of information for they will frequently offer advice and commentary that mere facts and figures cannot.



## Seek Out Industry Information

Very often you will find that an industry association will have competent data of a general basis that can be very useful in marketing. For example, the National Golf Foundation has a \$50 report that covers the perceptions and buying habits of golfers. Based on this knowledge, our golf instructor could clearly hone his marketing message to a far greater degree than a competitor who does not have such information. In fact I used this very \$50 information to design one of the most innovative golf ads in the industry for a major manufacturer. Without the in-depth knowledge that this survey provided, I could never have come up with such a powerful combination of words to attract people to the product.

**Very often you will find that an industry association will have competent data of a general basis that can be very useful in marketing.**

When I started in the catalog business I was amazed by the information that could be gained from the Direct Marketing Association.

In the speaking business, the National Speakers Association has a great deal of information about what works and what doesn't. Another industry magazine ran a large segment on which topics were hot and which were not among meeting planners, all very important information to be had just for the asking and a couple of dollars.

## Using The Information To Your Advantage

Having the answers to the above questions at your disposal will greatly facilitate decisions involving the design of your advertising and promotional literature, and determining the target audience. Once you know who your basic audience is and where they live, you can hone your message in a specific way to a specific target. Without this information, you run the risk of your marketing efforts falling on indifferent ears, and wasting your hard earned cash.

## Targeting Your Media

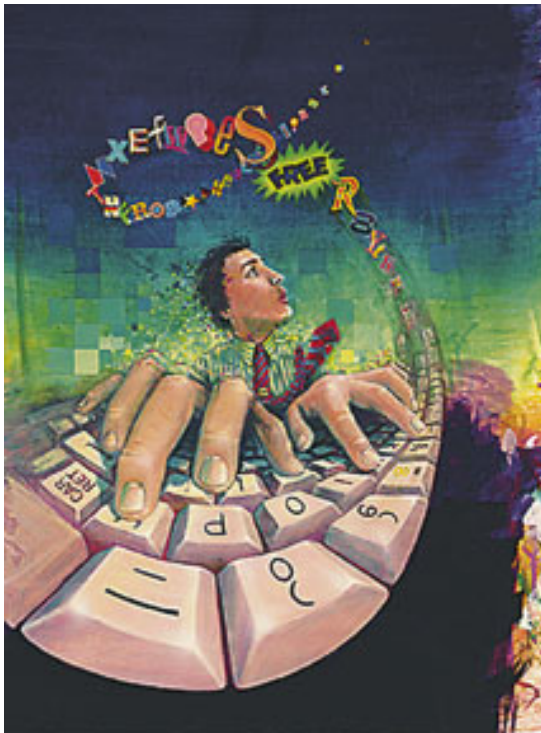
Once this area has been established, find out what publications cover it and which are most widely read by your customer. You can do this with a simple survey. Be sure also to ask which sections are read. As a rule, women prefer the





Accent, Food and Fashion sections of newspapers while men prefer Sports and Business. Youngsters like the Entertainment, Sports and Comics. Always track your results as accurately as possible. You may have to determine by trial and error which publications will work best for you. Once you have, you won't ever have to waste your money again.

On your map, note the coverage of each publication in relation to your target area. You may find that free advertising publications such as the Pennysaver, Shopper, Barnstormer, etc, may split even small cities into several different areas. By utilizing this method, you can pinpoint those areas from which you draw the majority of your present customers and target them for your marketing efforts. Over a period of time a pattern will emerge.



## Summary

Marketing consists of 6 main functions, all of which are equally important to your overall business success. They are Market Research, Location, Products, Pricing, Advertising and Promotions and Sales. Gathering information about your market is of critical importance to conquering your market. Use applications, registration cards, premiums and gifts to induce your customers into giving you the critical marketing information you need. Use direct mail, e-mail and face-to-face surveys. Check out information that's available locally and make use of the valuable information your association has gathered on customers, prospects and trends within your industry. Use the information you gather to hone your marketing message and to target market your media selection to find the hottest prospects in your area.

Get in the habit of gathering, storing and processing information on your customers. Most small business owners don't. Over a period of years this can cost them millions in lost sales and wasted marketing! All it takes is a little effort. Make it and you will instantly improve your business's performance.





## 2 • Defining Your Market Segments



*Once you have determined who your general market is and what they want, it's time to take your research a step further and begin to segment your general customer base into definitive groups. This is of critical importance for two reasons.*

First, one of these segments will be your most profitable customers. The good old 80/20 rule. It's important to find out the key profile of those customers in the twenty part, your best clients, so you can look for more of these high producers.

The second reason to segment your clients is so that you can tailor your general marketing message with specific information of direct interest to one or more of your key groups. The more targeted your message is to a specific group, the more effective it will be in producing leads and sales.

### Why Do People Play Golf?

Let's take the example of a retail golf shop that also offers indoor instruction. Let's look first at the reasons why people play golf. If we were to ask a cross section of golfers at a golf range why they played, we would receive a wide variety of answers. Let's categorize some of the more commonly expressed reasons.

- 1. Love to practice, play, compete, wager, etc.**  
(The addict!)
- 2. Enjoy the moderate level of exercise.**
- 3. Like to be in the open air.**
- 4. Opportunity to meet new friends.**  
(Social contact).
- 5. Prefer the type of friends one makes on the course.**
- 6. Something to do to occupy one's retirement.**
- 7. A chance to combine business with pleasure.**  
(Golf is practically a requirement for the modern executive. Businesswomen have filed lawsuits citing the fact that exclusion from all-male country clubs has limited their access to business opportunities.)
- 8. Watched on TV and decided to "give it a try"**  
(The fad golfer).
- 9. Want their children to play golf.**  
(Rather than, or in addition to, other sports.)



Each of these personality groups will be represented in our golf center's customer base. In spite of the fact that so many people fall neatly into one of these categories, you must relate to, and deal with, each person as an individual and understand what makes him tick. It will make a huge difference between a high customer retention rate and maximum profit, or high customer attrition rate and minimum profit.

## The Addict

The diehard, addicted golfer is always ready to try anything that might improve his game, including lessons or new equipment. Attracted to you by the quality of your instruction and or selection of your goods, he may have experience or knowledge of your ability to teach through friends and fellow golfers. For him, golf borders on being a way of life, a crucial part of his psychological makeup, without which he feels incomplete and unfulfilled. He lives and breathes golf. It's not uncommon for him to relate to everything in terms of the sport.



The addict practices hard before and after lessons and rounds of golf. He studies golf periodicals and instruction books and frequently changes part or all of his equipment, putters and drivers being the most commonly discarded former friends! The addict is a good student and a good spender, he will be among your most loyal and supportive allies, but he is likely to expect from you the same devotion to everything about golf that he himself feels.

He or she is not necessarily a low handicap golfer. You won't have to look far for this prospective customer. He will probably find you!

## The Light Exercise Golfer

The golfers or would-be golfers who play for exercise, or a love of the open air rather than a determination to succeed at the game and shoot low scores, should not be ignored as a source of students, and, therefore, income.

Although these players are at the opposite end of the golf spectrum from the addict, they are equally susceptible to embarrassment, which can easily lead to frustration and anger, due to inability to perform to a reasonable level of proficiency.



In fact, many of the constituent members of this group are, unknown to themselves and because of the inherent beauty and attraction of the game, on the way to becoming serious golfers, perhaps even addicts!

You will help them on the way, and they will reward you for doing so by continuing to select you as the answer to the current 'roadblock' in their quest to become proficient.

## The Social Golfer

The person seeking social contact through golf can have a variety of reasons for his attitude. As your relationship with him proceeds, however, you will quickly pinpoint the precise driving force that motivates each individual student. This may be a desire to make new friends, or to meet members of the opposite sex, or to spend more of his leisure time with a spouse or special friend who is already a golfer. It is initially sufficient for your purposes that he seeks your assistance in learning to play.



The social golfer, just like the exercise fan, can easily develop, or be developed, into the goal-oriented student. The basic human characteristic that enjoys success and deplores failure is there to be found in nearly every student

you will meet.

## The Retired Golfer

People are living longer and staying active in their retirement years. One of the biggest problems facing the senior in America today is finding ways to stay busy and involved, and to avoid the pitfalls of boredom and mental atrophy that afflict so many in their later years.

More and more of this rapidly growing group are turning to golf as a form of recreation, exercise and social opportunity. In fact, about 40% of all rounds are played by seniors.

A good proportion of seniors live in retirement communities, with or without an associated golf facility. Most of these communities include a social or recreational center where the residents can meet and socialize. They frequently publish their own newsletter. These, and other idiosyncrasies of this important target group, will help you make contact with the retired golfer.



Many seniors have never played golf prior to their retirement, and are not in good physical shape. A slow start that includes a warm-up period with simple stretching exercises is a good idea for every student, but it is essential for these folks. Encourage them to show up early for their lesson, so they will be ready and able to take full advantage of instructional time spent with you.

The majority of seniors are on fixed incomes, and they are very concerned about their long term financial well-being. This is reflected in their caution with regard to money. They are not wasteful or spendthrift. Without exception, they are constantly on the lookout for a bargain. Be very mindful of this when you market packages and specials aimed at this particular group. Seniors shop around and compare prices. You will need to be competitive to attract their business.



They are likely to tell you very forcefully that your fees are higher than those of many of your competitors. The senior golfer is often set in his ways. You will have to be polite, tactful and subtle to persuade him to accept any modification in his attitude towards taking lessons, just as you will in suggesting any alterations to his swing.

Don't be discouraged from targeting this category of prospective student in your marketing plans. Seniors comprise one of the largest groups of golfers. They play more frequently than most golfers, and they are just as susceptible as any other group to buy swing aids, new clubs and instruction.

## The Business Golfer

This golfer is in a hurry, expects results, and wants an adequate return on his investment (the cost of his clubs or lessons!) A great many business deals are hatched, discussed and concluded on the golf course. The business golfer needs to be good enough not to embarrass himself in front of his boss or his corporate subordinates.

He is usually constrained by shortage of time and will appreciate, even more than most, flexibility in scheduling. He expects to start his lesson right on time. Ultimately, he too



may find himself falling under the spell of that old black magic that we know so well!

## The Fad Golfer

This individual may have become intrigued with the sport by watching a pro tournament, on television or live in his area, or by reading a magazine picked up during a visit to the dentist, or from conversation with a friend who golfs, or in any one of a number of ways. The idea of wearing attractive golf outfits may be appealing. Increasing boredom with a current hobby may have set in. A change in lifestyle may have occurred. The precise reason need not concern you.

The important fact is that you now have an opportunity to sell your services to this person. Emphasize in your marketing how enjoyable this will be for the student, how much fun he will have. From an instructor's viewpoint, fun is the most overlooked factor in determining why people choose to take golf lessons. Yet it is one of the most important ones. People of all ages and backgrounds want to have fun. There's no way around it; fun equals pleasure!



An adult in search of fun may be difficult to spot. On his initial contact with you, he may give an entirely different reason for coming to you to take golf lessons. Later, when you get to know him better, his real motivation will become apparent. He has a little spare time to fill, and he's looking for a new experience. You must use your best judgment in deciding how to deal with this customer, but the fact remains, when in doubt you can always go along with the reasons he gives you for wanting lessons.

Fad golfers usually don't stay around very long; but it doesn't necessarily follow that a student who seeks you out after watching Hale Irwin win a Senior Tour event will quit after one lesson. Some of them may eventually become dedicated players. That's up to you. If they have fun taking lessons, there is no reason why they should not become long-term students. You can always count on them to talk about you with their friends and acquaintances, and be an excellent source of referrals.





## Junior Golfers

Youngsters love to do anything that is new to them, anything their peer group is involved in, and anything that is fun and a challenge to their developing skill and dexterity. Additionally, parents often seek a pastime for their offspring that is less dangerous and more enduring than some of the more traditional sports.

When you direct your marketing effort toward this group, you need to emphasize the fun aspect to the children, and the fun in a responsible environment to the parent (who will pay the fees!).



A constant source of new students will always be the friends of existing students. You can reach this market through your current clientele in ways that are discussed at length in other sections.

Friends and playmates of other youngsters in your program will enroll simply because their friends are involved. With a little encouragement from you, these friends will in turn bring their friends and the cycle will continue.

## The Woman Golfer

The explosion of interest in golf has been largely due to several groups of people who have become regular, even frequent, players instead of occasional participants. Women comprise the largest, and possibly most significant, of these groups.

In recent years, encouraged to some degree by the regular appearance of LPGA Tournaments on TV, and even more by rapidly changing societal attitudes, women have turned to golf in ever increasing numbers. You will find them represented in all the categories we have already described in this chapter. Addicts, businesswomen, whatever. For the present, however, the majority are mostly interested in the exercise and social aspects of participation. (Mixed foursomes are becoming more and more popular.) Nevertheless, the competitive instinct is definitely a factor, and easily observed in women's club tournaments and ladies' team play.



The important point is to be sure you take this large and growing sector of the golf population into account when you research your area. The numbers of female golfers will continue to increase in the foreseeable future.

## Applying The Results To Our Marketing.

### What does all this tell us?

It tells us that a one-message approach to our marketing is not going to bring maximum results. Each of these groups demands different marketing messages to reach them effectively. Each of these groups also has a rank based on profitability.

The addict and business golfer will spend more than the junior or lady golfer. *(But addicted lady golfers may often spend lavishly for golf clothing, especially coordinated outfits.)*

Some of these groups are easier to reach than others and with this in mind the astute marketer doesn't go for an across-the-board approach, instead he will focus in on the one or two prospective markets that offer the highest return, and take what comes from the rest.

Certainly the addict market will be our primary market; they will spend more, and more often, than any other group. As for a second group, we could go in several directions depending on the demographics of the area and the competition. If women are an active group in this particular market and are not being served by traditional facilities, this growing segment could be a good focus. So, too could be the senior market if the volume of seniors is high enough, and you can offer them the bargains they might seek and make up for it in volume. Florida, Palm Springs, and other retirement areas spring to mind as places where this approach might work.

### How are your customers segmented?

Who are your customers and how are they segmented? A chiropractor might segment his customers by sports injuries, work related injuries, preventive maintenance, and general



therapy. An insurance agent might segment his market by types of insurance: home, auto, life and everything else. An accountant might segment by the dollar volume of the businesses he serves or by the different services he provides to each client. Manufacturing businesses often classify customers as A,B,C, D based on their dollar volume or the frequency of their purchases.

While this is a start, the true market must delve deeper into the individual psyche of each client to find what motivates them to buy and keep buying. Developing detailed profiles of your customers and segmenting them by category is the way to accomplish this task.

## Summary

Take a look at your business and see how many of your clients fit into different profiles.

*How many different market segments can you identify in your existing customer base?*

*What are the special needs and nuances of each?*

*Which has the most potential for income?*

*Which has the most potential for growth?*

*Which is the easiest to reach with your message?*

*Which market segment produces the greatest return on your marketing investment?*

Let me give you some more examples of segmentation and how it will directly affect your marketing plans. In the Martial Arts business, we found that just over 1% of any population base had an interest in studying Martial Arts at any one time, and we also identified four major groups of prospects.

The target group of interest was typically males and females between the ages of about 5 and 45. That's not to say we couldn't attract a lot of people who are older, or littler guys who are younger, but the general target market where most of students are going to come from is in the range of 5 to 45. Children and preteens under the age of, 12, would typically comprise about 80% of a school's student base. This is a total shift from the early 70's when it was almost entirely adults.



Let's look at the six major segmentation groups of this market and learn a little more about how to spot and group the unique characteristics of your own customers. I concluded that you can break almost every single person who walks through the door of a karate school into one of six very different categories.

The six major interest groups that I've identified are...

**Fanatics**

**Fitness seekers**

**Fadsters**

**Fear-motivated individuals**

**Fun seekers**

**Fulfillment seekers**

*That's a new and interesting category in the whole makeup.*

## The Fanatics

Just as in our golf store example, fanatics are the diehard martial artists who are always ready to train and learn new styles. They're attracted to a specific school by the quality of its style system or teaching experience. They may have previous experience or knowledge of martial arts from magazines, videos or from others' instructors.

For them, the martial arts is a way of life. It's a special part of the psychology that makes them up and is responsible for their individual success. They live and breathe Martial Arts.

It's not uncommon for them to relate everything in terms of Martial Arts philosophy. The fanatic trains hard in the studio and also trains at home.

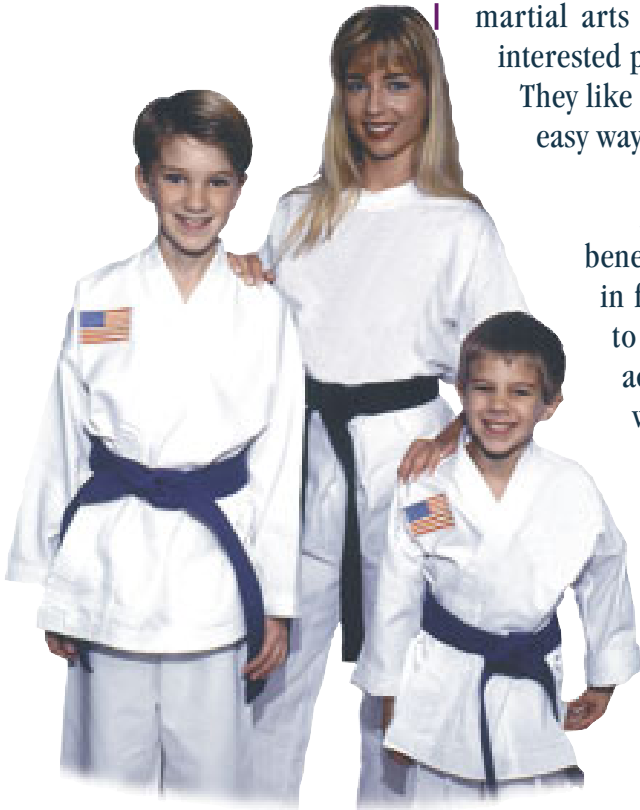
They work out with a wide range of equipment, they buy magazines, they buy books, they watch videos. These are the people who will always be around. They're into martial arts as a way of life.



No matter what they do, martial arts will always be a very, very important part of their life.

## The Fitness Seekers

Fitness, because of its universal appeal, offers one of the largest windows of opportunity to attract customers. People are always interested, and always will be interested, in losing weight, gaining flexibility, relieving stress, etc. And they'll seek out, in some instances, the Martial Arts as a way to accomplish their objective. Some people will look for an intense cardiovascular workout. Like karate, aerobics, or kickboxing; others will be interested in stretching or meditating. Being fit and healthy is their chief priority. These people look toward martial arts as a fitness option and they are generally interested primarily in sweating and having a good time. They like that good old cardiovascular workout. It's an easy way to stay in shape.



And the tough thing here is simply to get the benefits over to these people that Martial Arts is, in fact, a very viable alternative to health clubs, to aerobics, to jogging, and whatever other activities they may have. We can let people know what a great workout the martial arts is, and how great it feels to punch the heavy bag (*and pretend it's your boss*) to get out frustration and relieve stress. If we can get that message out there to the people interested in fitness, we can certainly expand our adult classes considerably.

## The Fadsters

This can be a prime market some years, and of no consequence in others. Fads fall into the "what's hot and what's not" syndrome. It is dependent on movies, TV and media hype. Marketing to these groups demands flexibility and timing to keep a finger on the pulse of the trends. It's really quite simple. A spurt of interest in things aerobic, oriental, etc., might spur an interest in martial arts. If that's the case, you have to be there to capitalize on it. Fadsters jump into the study of martial arts because it's the thing to do.





## The Fear-motivated individuals

Fear is the most basic and ongoing market. Fear affects everyone. It includes men, women and children, or those who have merely experienced threatening situations, like the bully kicking sand in somebody's face on the beach. An example of fear might be a man or woman who was accosted or approached in front of someone, their friends or their

children, and they might not have been harmed, but they didn't feel good. They felt ashamed of not being able to defend themselves adequately. It could be a nurse who has knowledge of someone else she works with who was attacked, or raped, or harassed in the hospital parking lot. It could be anybody from any different group, but the difference here is that their primary motivation is good old self defense. They come to a school to learn how to kick an attacker in the groin, or the shin, or poke his eyes out. They're there to improve their confidence. They're there to learn how to spot and avoid danger. They're there to learn to get out of a grab or a choke. This is the core market in terms of people coming to martial arts purely and

simply for a martial arts experience. They want to understand and implement techniques that will teach them how to defend themselves if the need ever arises.

## The Fun seekers

Our next group is fun seekers. Fun is often the most overlooked factor as to why people choose to study. Yet it's one of the most important ones. People of all ages and backgrounds want to have fun. There's no way around it. Fun equals pleasure! An adult in search of fun may be difficult to spot under initial contact, because they may tell you that they're looking for something else.

It's only later that you find out they're actually in it for fun. It's a hobby. It's a sport. It's a past time. For them it's not a lifelong experience. Children, on the other hand, have no problem admitting that they want to have fun. And if they don't get it, they'll be gone before you know it. Oftentimes somebody will initially sign up just for fun as a pastime. And



through your training and nurturing they will actually move into one of the other categories, as long as you can keep it fun so they stick around long enough to change.

## The Fulfillment seekers

Fulfillment seekers are people like you and me eager to for personal development. They want the best for themselves and their child. They want the traditional values that Martial Arts teach, and they want it in a structured manner. They're looking for self-discipline for their child. They're looking for focus for their child. They're looking for concentration, goal-setting, self-confidence and self-esteem. These people may be parents or adults who are into developing themselves or their child as a whole person.



This is by far the biggest potential market. And if you can do a good job of getting your message out to the community in which you live, the one to two percent of the population can quickly jump to 5% or 10% of the population.

After all, how many people are not interested in their own self-development. Almost everyone is interested in being more confident, healthier, stronger, etc. This is a tremendous place to focus the majority of your marketing efforts.

These are the six major groups. But, in some cases, you've got two or three different things working. For example, a child comes in and he wants to have fun. But why is it so important that we understand these different personalities? The reason is: because — the more we understand about whom we're teaching and whom we can potentially teach, the more targeted, the more focused we can make our marketing, and we can optimize our resources.



## Target Marketing In Action

Suppose, having done your market research, you determine from the data that your customer base is composed of 80% adults and 20% children, and you decide that you want to attract more junior golfers. When you take a fresh look at your present advertising campaign, you realize that the theme appeals mostly to adults. By changing the emphasis to put more stress on fun and enjoyment, you are more likely to appeal to youngsters. In this way you can balance out the active makeup.



The same is true if you want to enroll more women. Begin by running an ad featuring a picture of a woman. Emphasize health, fitness and social benefits, and you will attract more women to your business.

You must also realize, though, that some groups are far easier to reach than others, and that some returns can make reaching a desirable group unattractive. For example, in the karate business less than ten percent of our students were women, the very people who need self protection the most. We knew the need was there and that the people in the program love it, but for whatever reason a \$500 ad in the local newspaper aimed at women would typically gain only one or two new students. The same ad targeting kids would draw seven to ten new customers. Although we really wanted more women in our school, after a while we just stopped marketing to them because the cost to acquire a new student was just too high.

In our golf example it is far easier to reach senior golfers than junior golfers, since almost all communities have special newspapers and cable shows aimed at seniors. To attract junior golfers, you must attract their parents first which could be a much more expensive task.

By splitting up the market into several segments and designing a unique appeal for each, you are effectively targeting your marketing efforts. You can also use the segmentation to improve the quality of your more general marketing by hitting on points of interest to each of your key customer segments.



Therefore, in advertising your golf store, you could stress the latest equipment for appeal to the addicts, while talking about slashing prices on old stock to appeal to the bargain hunters.

## Building the Perfect Client

Now here's an interesting question for you. Who is your perfect client? Can you describe the qualities of a perfect student to yourself?



You probably thought immediately of somebody in your school who's the perfect student. The little nine-year-old kid like Darren Willard. Darren was a good looking little kid, enthusiastic, took private lessons, came to all the tournaments, and his parents paid on time. They support all the different promotional events, they referred their friends, they made positive comments when they were in the lobby instead of complaining about something.

If only there were more Darren Willards in this world, the world would be a better place. The good news is there are, but you have to find them.

The first step in finding more perfect customers is to truly understand what a perfect customer should look like:

- What age is he or she?***
- Is it a he?***
- Is it a she?***
- Is it a boy?***
- Is it a girl?***
- Is it a man?***
- Is it a woman?***
- What kind of income do they have?***
- What type of job do they have?***
- Where do they live?***
- What are the qualities of a perfect customer for your products or services?***

Now, I would do this exercise with your staff. I would come up with four or five different people, and they're probably already in your school, four or five different people who would seem to be the perfect students. For example, you might have



the perfect five-year-old student who's really attentive, smart for his age. **Boom!**

Then you've got the perfect teenage student, you've got the perfect adult student; maybe the perfect female student. Take a look at the profiles of what the perfect student is. ***Why are you going to do this?***

You're going to do it because from now on we're not just going to shotgun your marketing to go out there and get people to show up, we want good students walking through the door. ***Can you do that? The answer is, yes, you really can!***

I'll give you a perfect example of how I utilize this idea in my own business.

**I was attracting a lot of phone calls, but a lot of dead end people, a lot of people who really weren't qualified to join my licensing program.**

For several years I ran my business on shotgun marketing as most small business owners do. I did it by running ads in a magazine, direct mail, telemarketing, promotions and through seminars. But basically, I was shotgunning the entire world. I was sending out material to 20,000 business owners and getting phone calls from all over the country. Some people were new in business, others had been in and out of business 16 different times. I was attracting a lot of phone calls, but a lot of dead end people, a lot of people who really weren't qualified to join my licensing program. So one day I sat down and said, "Who is my perfect profile for a Martial Arts America school?" And I came up with a few key things, just as you will when you sit down to define your perfect customer. I said, "Well, the school should probably have at least — at least — 100 students. They should've been in business for two or three years. They should have a quality program. The instructor should have this much experience. They should have enough money to ensure that they can both pay the licensing fee and that they'll be around six months from now, six years from now."

So we came up with a profile of what we wanted our clients to look like. We came up with a target list of 115 different schools. Now, through our different surveys that we run, we know the schools that have 200, 300 students. We know the schools that have a good reputation. We know the schools that have been in business.





We took this profile, matched it to the different lists we had, and instead of marketing to 15,000 people, I designed a marketing campaign for 115 schools. We sent out materials every month, in fact every week, for three months. They got something in the mail from Andrew Wood every week. Well, I'm glad to tell you that by the end of that campaign to 115 people, we signed up 20 schools — which is more than we'd signed up in the previous year marketing to 20,000 people.

So you can target-market your good customer. But in order to do that, you have to come up with a profile of what a good customer looks like:

***What kind of money do they make?***

***Where do they go to school, or church?***



Once you have that type of information, pinpoint it. Then you can go back out with a direct mail campaign, with a promotional campaign, with an ad campaign, in a school newspaper, or a church newsletter, or something else, and you can pinpoint and target-market these people much, much more effectively. And you can do it much, much more successfully than you could ever do it spending thousands and thousands of dollars in your local newspaper.

So, take the time to establish one or two profiles of your key customers. Build the model customer, the type of customer you want to attract:

***Where do they go to hang out?***

***What do they do?***

***Where do they go to school?***

***Where do they go to eat?***

From that, get your mind thinking about how you can target-market to attract specifically that model customer.



## Relationship Builders

I strongly, strongly recommend you do a client relationship builder questionnaire. I've got a questionnaire which has 104 different questions on it ranging from what they drink to what sports teams they watch. Now you don't come right out and ask the customer most of these questions. You don't ask them to fill in the questionnaire, but as you gather data on them, as they fill in an application, a survey, or tell you their dog's name, their spouse's name, their kid's name, as you gather different information on these people, you write it down. And every month you go back to these different surveys and you start to look for patterns.

Recently I had a client call me up and said, ***“Hey Andrew, things are not doing so well. My marketing doesn't seem to be working. The local paper doesn't work. There's lots of other competition moving into town and the yellow pages just don't make the phone ring like they used to.”***



The first place to look for new business is from within your existing customer base. I had him go back and write out a list of every single customer in his business, then write out a list of what their occupation was. Well, he didn't know the answer to a lot of these questions. Some of it he got off the questionnaire and some of it he just asked in casual conversation over the next three or four weeks. ***“Hey John. Where is it you work?” “Hey Sally. What is it that you do?”***

Once he'd gone through this whole process, which took about a month, an amazing thing happened. He found out that 40 people out of the 200 people in his customer base all worked for the same company, and he never knew it! It turned out that 40% of his customers worked for Tyson Foods. So guess what the next thing he did was? The next thing he did was to go and contact the personnel manager at Tyson Foods, pointing out that a lot of their people were using his service. All of a sudden, the guy became interested in putting together a corporate program at Tyson Foods.

So, it's very, very important that you have a deep understanding of who your customers are.



## Segmenting Your Market

Segmenting your market is of vital importance to maximizing your marketing results. Not all clients are created equal, in fact the vast majority of them are hardly worth the effort. You must segment your customers into different profiles and analyze what's important to each group. From this information you can decide which markets you should pursue and which to just let take their own course. With this in mind, you can target your message and your media to hit the most profitable groups.

I advise you to segment your market into groups and then focus the bulk of your marketing message on hitting the two or three groups that can bring you the most money for the least possible expense.



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### 3 • Discovering Your USP

*In this chapter I am going to offer you what on the surface might seem like an easy challenge but which underneath is a far more complex issue than most people realize. The importance of accepting this challenge is that without it you will undoubtedly waste untold millions of dollars marketing the wrong aspects of your business. Aspects that no one cares about, or that everyone else already claims to have.*

## Developing Your Marketing Message



By taking the challenge you will, in the space of a few moments, set yourself apart from all of your competition. You will find yourself more focused, your message more on target, and the number of people you attract far greater. The challenge is to accurately determine, what business are you really in? Now you may think that's a really silly question to ask, especially if you have been in business for quite some time. But at seminars, you'd be amazed at the different responses I get to that simple question, even from a group of people

all in the same profession such as accountants, car dealers or realtors. A Saturn dealer and a Rolls Royce dealer may both sell cars but they are hardly in the same business. A Saturn dealer sells transportation, a Rolls dealer sells luxury. A Timex dealer sells watches, a Rolex dealer sells jewelry. One golf professional may really be a retail store manager, while another may be a teaching professional. Both may be golf pros but neither is in the same business.

Let's take realtors as an example, when I ask what business they are in at a seminar I might typically get these responses:

***"I'm a Realtor, I sell homes."***

***"I'm in the service business."***

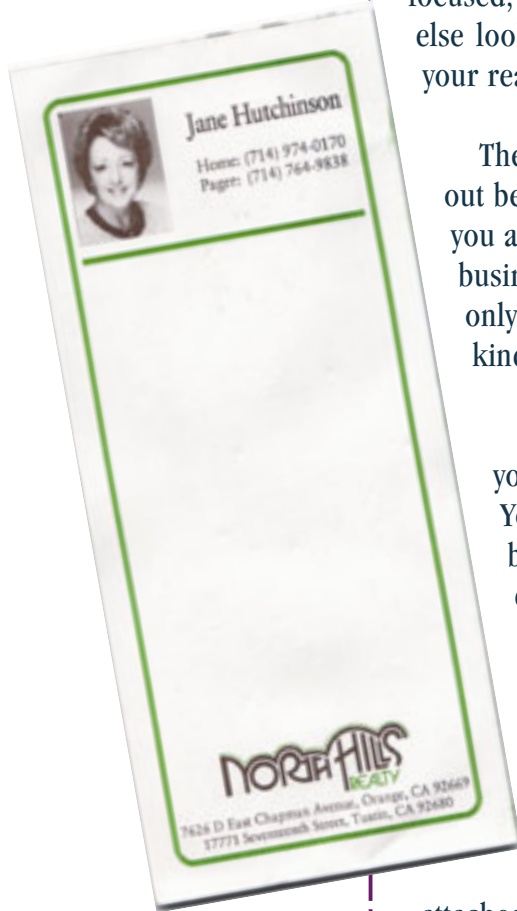
***"I'm in the people business."***

***"I'm a relocation specialist."***

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If you met these four people casually at the golf club, based on those statements, who would you use? Well, that might depend on what you wanted to do. If you wanted to relocate, you would most certainly choose the relocation specialist. Even though all the others may have offered this service, he had positioned himself as an expert on the issue. However you might not have picked him had you just wanted to sell your home. If a fifth realtor entered the picture with a statement that he was in the business of maximizing profits for people with real estate to sell, it would be a no-brainer. You would select him at once. The message he provided you with is focused, it's specific, and it's exactly what you and anyone else looking to sell a house needs, maximum return on your real estate investment.



The other three realtors, all things being equal, lose out because of their positioning statements. Saying that you are in the service business is nebulous, the people business is nebulous, selling homes is obvious, leaving only two answers out of five that actually offer some kind of competitive advantage in the market place.

You might argue that if you do that, you limit your market, but that, my friends, is the very idea. You limit your market to the one thing you can do best. Then you harp on it for all you are worth and develop your own niche market within a much broader category. You might also argue that you will have more time to explain, but for the most part that's not true either.

Your unique selling proposition or USP becomes a tag line on your business card, a slogan on the bottom of your ads, and it is attached to your name like a double barreled surname.

The casual question, "*what do you do?*" can be answered memorably in 10 seconds or less, positioning you in the right place for future business no matter what your product or service.

## People Unclear On The Concept

Very often I also find that a business person thinks he is in one business, while his customer thinks he is in another. For example, in the karate business where 80% of the





students are under 12, most instructors mistakenly believe that they are in the business of teaching karate. Ask any of the parents of these children why they signed up their child and one, perhaps two at the most, will say for karate or self defense. The real reason parents sign their children up for karate is to help them gain self discipline, focus and concentration, to improve their grades in school and develop the traits of confidence and positive self esteem. Having done extensive research into this particular market, I can tell you unequivocally that karate is rarely even mentioned in the top ten reasons.

Despite this fact, the great majority of instructors fail to maximize their marketing efforts for they continue to advertise karate, the business they think they are in, while the customer continues to buy self improvement for their children. Those schools that realize this, and change the focus of their marketing to self improvement through karate, may teach the same physical curriculum as those who believe they are in the karate business, but they can expect to enjoy three to four times the response from their marketing efforts.

**Arm Yourself with Self Esteem.**

Self esteem is your greatest weapon against adopting an unhealthy lifestyle. With positive self esteem, you will have the courage and discipline to say "NO" to inappropriate activities. Self esteem is also the cornerstone of building and maintaining a successful career. We are experts at teaching and nurturing self esteem in everyone for a healthy and happy life!

For more information on how to arm yourself with Self Esteem...

As Charles Revlon once said, ***"In the factory we make perfume, in the stores we sell hope!"***

In over two decades of marketing in the martial arts business the best two campaigns I ever ran were, ***"He never cleaned his room until I took him to Martial Arts America"*** (which showed a small child sitting on his bed in a karate uniform), and ***"Arm Yourself with Self Esteem"*** (which showed a smiling girl in a karate uniform and a girl behind her with obvious low self esteem). Hardly blood and guts karate, but massively more effective in attracting business because it played to the benefits the customer really wanted to receive. Remember, people buy for their reasons, not yours!

You might brew the best coffee in town, but if everyone is coming to you for your donuts it would be better to focus your marketing message on donuts. It doesn't matter if you own a coffee plantation and grow the beans yourself, if your customers are coming for the donuts it will pay you to go with the flow.



Having said that, sometimes you will find an avenue for making money in your business which just might be one you don't care to travel. There are lots of ways to make money in every business; you must decide what feels right for you and go with that, but listen to what your customers are telling you!

## The Power Of Focus

A follow up question to what business are you in is what business should you be in, and perhaps more importantly, what should you avoid. Focus, or the lack of it, has strained and killed more businesses than any other factor other than lack of sales and marketing effort.

For example, a friend of mine is in the metal stamping business. He has machines and manufactures metal products which he then sells both directly and through independent reps. Since he has a reasonable customer base, he decided to add more products. Candles. Yes, that's right candles, and sure enough he did make some sales. Bolstered by the fact that people would buy candles and widgets from him, he bought some more machines. These machines do custom embroidery. Sure enough, business quickly came rolling in and he decided that candles would have to go. It's very easy to mentally justify this approach to business.

I have been more than guilty of it myself, but the further you stray from your core business, the quicker you are hastening your own demise. Decide what you do best and focus all of your efforts in that direction. Get good, get better, be the best!

## Losing My Focus

I started my rise in the karate business with a catalog company that sold my books and tapes. Then I started a trade magazine. People who saw it would naturally think I was in the magazine business, I wasn't. In the magazine business you make money from either advertisers or subscribers, or both. I had no subscribers and the advertisers I had, although substantial, never covered the cost of producing and mailing 20,000 magazines. I made my money by selling my products through the magazine which in reality was a catalog. I made my decisions based on what was good for the catalog products, not what was good for the magazine. This is a

**Decide what you do best and focus all of your efforts in that direction.**

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critical difference, for decisions that might have improved the quality of the magazine might have had the opposite effect on the sales of products.

Unfortunately, success went to my brain and I quickly started to break my own rules. While my core business made money selling products, seminars and consulting through the mail, I quickly ventured into other areas. I decided that if my clients, which numbered over 500, would listen to me tell them how to run their business, surely they would let my company do their monthly billing? **Wrong!** One of the things that they liked about my service was that I was totally objective. Once I started to handle their money, perhaps they felt this would not be the case. Anyway the venture, while not a failure, never made any money and drained a good deal of time, money, and effort.



Next, I started a Martial Arts Business College. A wonderful and noble idea to help elevate the entire standard of professionalism in the Martial Arts industry. There was no doubt that the industry needed it, and with the approval of a large number of my clients, I set about going through the arduous task of gaining state approval for a college course. After over a year we ran our one and only semester for seven students who received a priceless education in less than ten weeks.

I could go on with other examples, but I won't. I have learned my lesson the hard way: focus on your core business. I suggest you do the same. Not only will you make more money, it will also help keep you sane!

## Defining Your Core Business

In the retail world the days of the old corner store that offers everything are gone, the key today is specialization and focus. Where once a clothes shop carried everything you could want, now there are shops that sell only socks. Others sell only ties, or CD's, computer games, or athletic shoes. The best way for a small business owner to make money is to specialize. Instead of opening a toy store, open a store that sells only model trains. Then have the best selection of model trains and model train service within 100 miles, or better still 1,000 miles.



Look at the auto business, the world's largest business. The options are almost unlimited and yet companies have made fortunes focusing on specific segments like tires, brakes, mufflers or 10-minute oil changes! Doctors specialize, attorneys specialize, accountants specialize, golf pros specialize, and so does just about every profession on the planet.

# Golfball Depot

I've just helped a client open a new store called Golf Ball Depot. Guess what it sells? Golf balls, new and used, and very little else. Why? Because it's simple, it's profitable, it's focused, it keeps overhead low, profit high and can be successfully duplicated because it's not reliant on one overwhelmingly brilliant or hard working personality like most typical entrepreneurial businesses are.

***What is your core competency?***

***What aspect of your business or service can you do better than anyone else?***

## Defining Your Competitive Advantage

Once you have narrowed the focus of your business and determined with discipline what products and services you are going to offer your customers, the next step is to decide on your unique selling proposition or USP. A USP is something that sets your business apart from all the other businesses in town, even if they are in the same business as you are. It encapsulates in a single sentence what makes your business special.

Why it's worth going out of someone's way to find. This message becomes the battle cry of your one man army. It's repeated over and over again in all of your marketing material until it's burned into the public consciousness like the big pink Energizer Bunny.

Because you don't have the massive financial resources of the big players in your town, you must take great care in crafting your USP, for over time it will be your most potent weapon in conquering your market. Your USP should capitalize on your key strength, the one thing you have that others

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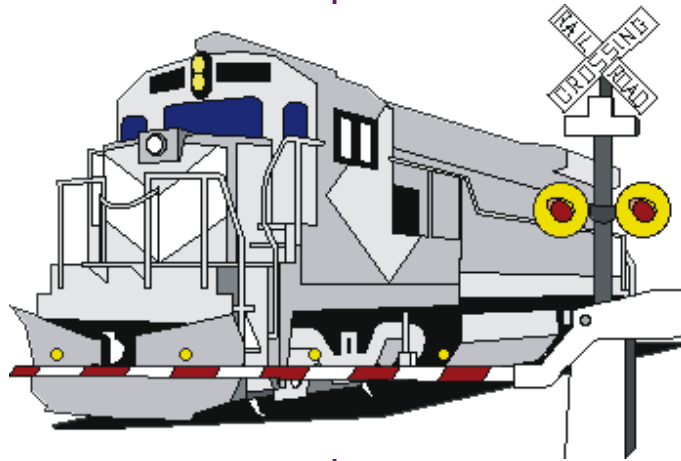


don't, or even if they do, the thing they are not claiming. For example, ToysRus may stock 1,000 model trains, but that's not their USP. They stake their reputation on having a huge general selection at low prices. That allows you to enter the model train business and claim the position of model train specialist.

### Casey Jones Model Train Depot

*"When you're serious about model trains"*

This USP positions your store as one for the collector or serious hobbyist. It states clearly that you are an expert on the subject and that people could come to you and get questions answered by a professional. This is brought home not just by the obvious tag line, but also by the name Casey Jones, immortalized in song, print and television as perhaps the world's only legendary train driver.



People into trains will get the connection, even if you and I may not!

### Model Trains R us

This USP positions you as having a large selection at perceived low prices.

This is accomplished by piggybacking off the already preconceived notions a customer may have about anything followed by "R us."

### Model Trains & More Super Store

*"The largest selection in Florida"*

This USP positions you as the biggest in town. Each one of these USPs gives each store a different feel in the mind of a prospective customer. Is the customer looking for a knowledgeable specialist, a large selection of well priced goods, or a superstore of model trains and other items?





## Developing Your USP

Don't get caught in the trap of using words like service and excellence in your USP, that's not very unique. Instead think hard about what you do and list various benefits a customer may have in doing business with you. Then narrow down your words and sentences until you get one defining statement. It takes a good deal of effort to do this, but it's an effort that if done correctly will pay dividends forever!



If giant companies like Federal Express can narrow their huge business into a single definitive statement like, ***“When it has to positively be there overnight!”***, so can you.

Ask yourself these questions to help formulate your USP: ***What is the unique thing you can claim to have, and can prove to have beyond a shadow of a doubt, that raises you up above your competition?***

Remember, it doesn't mean your competition couldn't make these claims but only that they are not claiming the position at the moment. ***He who claims it first wins!***

### Is it your facilities?

*Do you have the only indoor golf school in town?*

*The most intimate restaurant in town?*

*The only Pizza store in town with a big screen TV?*

### Is it your selection?

*Do you import goods from Ireland that nobody else can get?*

*Do you stock books not found in the big chain stores?*

*Or have you a unique selection of antiques that simply cannot be found anywhere else?*



Once defined,  
these answers should  
be synthesized into  
a single defining  
statement.

### Is it your background & training?

*Do you own a diving shop and employ ex Navy Seals as your underwater instructors?  
Are you a lawyer who used to be a judge?  
An accountant who worked for the IRS?*

### Is it your speed & service?

*Do you pick up and deliver cars to customers' homes when they need service?  
Do you repair computers and make house calls?*

### What kind of reputation do you want?

*High quality, low price, prestige, committed, excellent service, planet-friendly, people friendly or unique?*

### Is it your unique guarantee?

*Like Sears lifetime replacement on all of their Craftsman tools.*

What adjectives do you want people to use when describing your business to others?

What words or feelings would you like to own in the minds of your peers or the public?

*Roloids owns the word "Relief".  
Federal Express owns the word "Overnight."*

### What one word would you like to own in your customers' minds?

*If you had to sum up everything you do in a simple one-line slogan, what would it be?*

### What thing do you have to offer that no one else in town can hold a torch to?

*For example, Xanadu, the recording studio I use, has the most sophisticated setup within 100 miles.*

*Do you have the largest selection, the best trained staff, or a unique business method?*

Take some time to carefully consider these questions and write down your answers on paper. Once defined, these answers should be synthesized into a single defining statement. This may take you a while, and that's ok; this is much too important a decision to rush, but make sure you follow through and come up with just a single sentence.



## Standing Out From The Crowd

Let's say that you are one of ten flower shops in town, how are you going to make your mark?

First, look at what your competitors are doing, what do they specialize in? Are they general retail florists or have they a large wedding business, corporate business, or institutional accounts? Do they primarily service hospitals, funeral homes, or country clubs? Take a look at their yellow page ads and any other literature you can find to determine what position they are claiming and what positions they are not.

That done, you notice that no one is positioning themselves as a flower shop or lovers. So you decide to position yourself as:

***“Romeo’s flowers,  
the florist for people in love.”***

With this USP you can appeal to a large portion of the flower buyers in your town and add various other products and services to give your store a unique edge in that market place. You might add a selection of cards, novelty gifts, chocolates, etc. The point is that while the other flower shops in town may all sell flowers to people in love, YOU are standing up and claiming that position! You then determine what other products and services fit that position and which don't. This, of course, doesn't stop you from getting all kinds of other business, but it does brand your store with a unique and memorable image, something nine out of the other ten flower shops in town probably don't have!

## Congruency

With this USP in mind, the logo, ads, brochures and other marketing material can all be designed in a very cohesive manner so that they reinforce the marketing message and convince, rather than confuse, the customer.



All too often, small business owners bounce from one message to the next hoping in vain to be everything to everyone. It doesn't work. Once you have decided to be the flower shop for people in love, don't spend money advertising for corporate business, stay focused. Develop your campaigns around weddings, Valentines day, birthdays and reunions. Show pictures of people in love, not people laying wreaths at funerals. Use hearts in all your marketing materials.

Focus on warm colors in your print pieces like reds, yellows and oranges and carry the feel of your USP through in everything that you do!



In the Martial Arts business I frequently saw schools that claimed to be family karate centers showing large adult males kicking each other in the teeth or breaking boards with their fists. The words said "family karate", but the pictures said "SEAL TEAM 6!!", sending crossed messages to the prospective customer.

Confused customers do not make for good prospects because confusion causes doubt, doubt leads to fear of making a poor decision, and fear leads to paralysis or procrastination. Use your USP as a road map for your marketing materials.

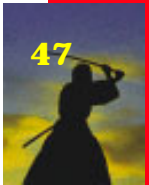
When completing any new marketing tool, ask yourself these simple questions...

### Does this piece fit your USP?

Is it the right, color, quality, media and look to enhance your position. If you are going for professionalism and class you don't print anything on 20 lb. bond paper in black ink. You use full color gloss on 80 lb stock or higher. A great marketing piece graphically and copy-wise can quickly be destroyed if the secondary considerations like paper quality or media choice seem to conflict with you message.

### Are the graphics and copy congruent with your message?

For example, a client brought me a marketing piece this week in which he claimed in his copy to offer both the finest and the cheapest service in town. But you cannot be the cheapest and the best, people simply won't buy that concept. They have been preconditioned to believe that the best of anything





is always the most expensive. The cheapest may offer good value but you hurt your credibility, never to regain it, if you also try to claim that you are the best! The best is never the cheapest.

## Does it enhance your position in the minds of your customers?

Does this marketing effort stand out and brand your company's name clearly and uniquely in the minds of your prospective customers. If it's only as good as anyone else's effort, don't do it! Stand out, be bold, or save your money and invest it in mutual funds!

If the answer is yes to any of these questions, you are on the right track. If not, you need to rework it!

## Consistency

With your marketing material in complete harmony, building on your USP, the next question to ask yourself is how consistent you are in delivering your message. In many cases business owners develop a winning concept and

then become bored with it, thinking that others must surely have tired of the concept as well. So they move on to a different and far less effective concept just as the other one was taking root in the public consciousness.

In my consulting business, I frequently design ads for clients that they instantly proclaim to be among the most effective they have ever used. Eight weeks later they are back on the phone asking me to design a new one, even through the original one is still pulling far better than anything else they have ever done. I ask them why they want a new ad? They tell me because everyone has seen it already. Good ads can go on working indefinitely. Sure, you might pull them for a few weeks and then bring them out again, or perhaps change the picture keeping the copy much the same, but the fact remains that a good ad will work far longer than most people want to keep running it! Consistency is the key to building a long term image in your market place. Most great marketing campaigns last for years, even decades, as has the Marlboro Cowboy, the Energizer Bunny, the twins in Wrigley's





Double Mint Gum ads, and Budweiser, the king of beers. I'm sure that in your town you can think of at least one particular business that has made an impression on you just because they are so consistent, even if their marketing is consistently bad. The Crazy Greek Mattress Shop, the car dealer who always wears a ten gallon hat on late night TV, or the attorney who pitches injury law with a cast on his leg. Consistency is no substitute for great marketing, but great marketing done with consistency will produce the best results of all.

## Developing Your Unique Marketing Message

Trying to be everything to everyone is a sure way not to conquer your market. You must decide on your core business and build a unique selling proposition around what you do best.

To define your USP you must answer the questions...

***What is the word I want to own in the minds of my customers?***

***What one thing do I do better than anyone else around?***

Once you have decided upon a position, you must stay focussed and use your USP as a guide to both marketing issues and business decisions. You must make your marketing congruent with your USP message so it builds and grows in the mind of your customer.

Finally, you must remain consistent with your marketing message. Resist the temptation to change for change's sake. Once you find a good marketing message, ride it for all it's worth over and over again until it's burnt into the collective consciousness of the people in your market. Develop your USP at once and start spreading the good word about your business to everyone and anyone who will listen.

Once you have decided upon a position, you must stay focussed and use your USP as a guide to both marketing issues and business decisions.

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## 4 • Finding The Perfect Location



*There is an old adage in real estate that says the three most important things are Location, Location, and Location. While the advance of computers and communications has given us a whole new segment of 'work anywhere' type of businesses, for the majority of small business owners the same old adage holds true.*

The selection of the correct location is critical to small business success, it doesn't matter what you are selling. The more people that physically see your store or office, the more business you will generate. I have owned small businesses where the walk-in traffic was zero and others where 50 people a day came through the doors. The difference in rent was staggering, but so too was the amount of money that had to be spent on marketing to get traffic to visit the poorer location.

The importance of a great location cannot be overemphasized; it will make you or break you. High profile, fast-food chains dealing in high volume sales, such as McDonald's, Taco Bell and Burger King, spend tens of thousands of dollars to research and choose high visibility locations with the maximum possible foot and road traffic. Pizza Hut or Hardee's won't put a store on 4th and Main until they know 'X' amount of people will pass by their doors each and every day. Like you, they are a people business.

When is the last time you saw a local, premier fast-food franchise like Taco Bell or KFC bite the dust? It does happen, but only rarely! The fast food 'kings' know that 15,000 cars drive by 4th and Main daily. Experience, plus careful research, has taught them that a minimum of 200 vehicles will drive past the 'pickup' window between 4 p.m. and 8 a.m. and their occupants will purchase a targeted, average dollar amount of food and drink.

People-to-volume is a life and death affair to a fast food franchise. Can you estimate just how much the average franchise must sell to realize \$1 in profit? In some cases it is as much as \$20.00! What does it mean to a business located near a successful fast-food operation? Success by association, or at least by volume. The more people that pass your business and notice it from the road or sidewalk, the less money you will need to spend on advertising or marketing. Over the years, this could add up to be an extremely large sum of money.

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## Are You Located In The Right Area?

Even if you are not in any type of retail business, the location question can still raise a number of important issues. For instance, are you in the right part of the country? As a rule the southern part of America is far cheaper place in which to operate a business than the northern part or the West. The middle states like Texas, Oklahoma and Missouri are the perfect places to locate a business that ships nationwide. And the prospect of living a better life style in the sun can attract workers to take slightly less pay in return for better weather and living conditions in places like Florida.



At a recent seminar, a young man stood up and told me that despite the fact he wanted to make \$100,000 a year running a small business, he lived in a very rural part of the state and simply did not have enough people in his area to make his dream a reality. I told him that for \$99, Greyhound would take him anywhere he wanted to go. While you may think this answer is a little trite or obvious, believe me, it is not. Many people simply do not consider the simple, obvious answers to their own problems because they place a great many mental constraints on their thinking.

### ***This country is a large and wonderful place!***

If you can't make a living doing what you want in one area, move closer to the major city in your state. Better still, move to a fast-growing area in the sunbelt — like Nevada, Texas, Florida or California. There is no reason on earth, other than your own lack of desire, why you can't do it

A couple of years ago it was this very factor that convinced me to move my business, which I can run from anywhere from California to Florida. The result was an immediate improvement in shipping time to my clients, since 90% of them were east of the Mississippi, decreased phone costs and the beauty of no state income taxes. As soon as my lease ran out in California, I rented a new office in Florida that cost \$20,000 a year less! I bought a bigger house for the same money and generally improved my business and my lifestyle with the simple decision to relocate. While that's a step not everyone wants to take, it is something to consider.



## 10 Important Questions To Ask Before Choosing A New Location.

Whether you are looking for a lease right now, stuck in one, or considering moving to a new location, here are ten important considerations to research before deciding on a new location.

### #1. Will your population base support your business?



If you are located in a major metropolitan area, like Los Angeles, Miami, Dallas, or Chicago, do some research to discover how many people live within a 3 - 5 mile radius of your operation or intended operation. (Your local library is a good place to start). A population base of 20,000 to 30,000 people will provide a strong marketing base for most businesses.

In lightly populated rural areas, like Iowa, North Dakota, or South Carolina, people are not averse to driving long distances. They do it every day to get to the store, or to work, or to school. In such an area, it's possible to stretch the population base to a 15 or 20 mile radius from your location to achieve the necessary number of people to sustain a profitable business.

If yours is the only business in your chosen area, you have the potential to capture a 100% share of your available population base. If you were to open a golf instruction business in a town of 30,000 people, you would have close to 3,000 potential students since about 10% of the US population plays golf.

If you do your job well, many will return year after year. Let's suppose in the hypothetical golf-instruction business that you attract and sign up 600 students in the course of a year, and sell an average of only five lessons to each. A few minutes on your pocket calculator will demonstrate that you can make an excellent living. Looking at the equation from another angle, if you have a reasonably constant base, have about 50 - 60 students, and give each of them one lesson a week, you will still be a financial success. You must make a similar calculation for your business to make sure it will work at any given location.



## #2. If there is competition, is there enough business to go around?

Once you have decided that there are enough people to support your business, you must then look at what competition already exists that might dilute your market.

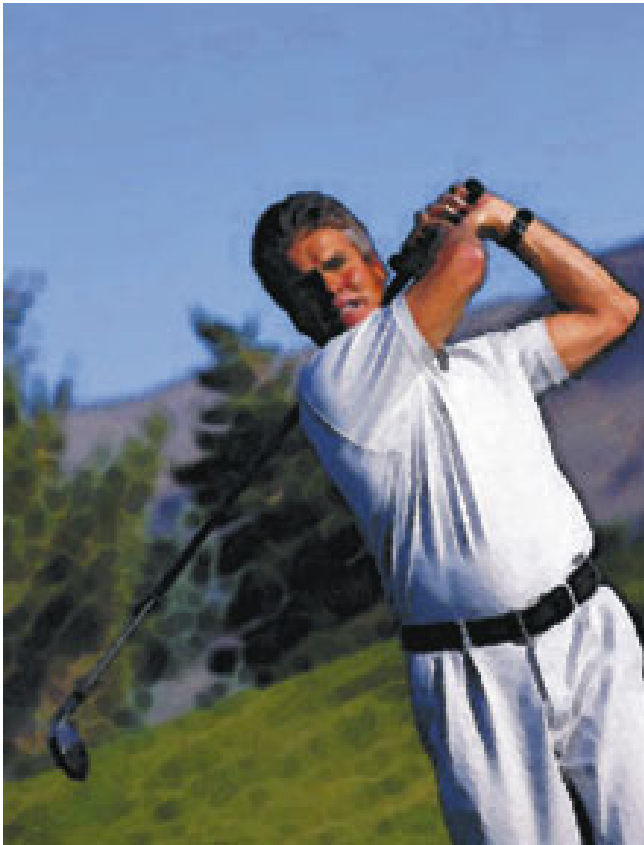
To use our golf example, what if there are already other golf instructors in your area? If so, then you must share the potential students with your competitors. If your operation is located in an area with a population of 30,000, but there are three competing instructors in the same area, you have a problem. Unless your competitors are totally inept, your business, fourth in line for the population base, will have a tough time breaking even! At best, all four schools will be competing for the same potential golf students. If you factor in a 40% dropout rate, you are left with 900 potential students who may or may not enroll.

You may think there's still room for you to prosper, and all four instructors will average enough students to make a good living. Very unlikely. There's one elusive element that upsets the entire equation: **The Establishment Factor**. Your top two competitors may have been in business for more than five years, and have established deep roots in the community.

*Consider the following scenario. You have carefully researched the area. Of your three competitors:*

### Instructor #1

He has an excellent location, good name recognition, and he is very busy. He drives a new Corvette and just bought a big house on the fashionable side of town. He takes out full-page ads in the local newspaper every week and throws a major charity tournament and 'clambake' every year, (from which he receives tons of free press and TV/radio coverage.) He appears to be smiling every time you see him!





Sometimes,  
you have to  
probe a little  
deeper to get the  
true picture.

## Instructor #2

He is making a fair living, but nothing to rave about; he's a diehard who will grin and bear the financial ups and downs and never release his grip on his business or his students. His wife makes a decent salary as a local government official; they live a simple, comfortable life.

## Where does this leave #3?

It leaves him, unfortunately, in pretty bad shape. Instructors #1 and #2 control the territory, leaving Instructor #3 with the scraps. He is open long hours and is frequently idle... not from choice. He seldom smiles! It goes without saying that his business won't survive and he'll eventually have to close down or move into his backyard. Unless the two top instructors start doing something incredibly wrong, your two chances of running a successful operation in your selected target area are slim and none.

## #3. Numbers can be misleading.

Sometimes, you have to probe a little deeper to get the true picture. For instance, you research your market and find that you share the territory with three competing instructors in a population base of 30,000.

*Should you look for another area? Is there a reason to be discouraged? Not necessarily...*

***#1 is a no-nonsense, tough as nails instructor who enjoys teaching only pros and low handicap players, and doesn't give group lessons.***

***#2 is located on the local Air Force Base at a 'Military Personnel Only' club.***

***#3 is a retired deputy sheriff, operating at a rundown driving range, who made a life long career out of issuing parking tickets to everyone within a sixty-mile radius!***

To your amazement you discover that their combined active student base doesn't exceed 180 students a year!

***There is room for you to do business!***

The three instructors do not appeal to the general population base. It is possible for you to capture enough of the total target market to become the leading golf instructor in the area, and a solid business success.



The key for you is to probe and find out as much as you can about your competition and the business methods that they employ before deciding on a specific location.

### *When good goes bad*

This scenario also works in reverse, you may already be in town when suddenly two other competitors show up! If you have entrenched your reputation in the community, new competition may have little effect.

On the other hand, new competition may be a warning signal that it's time to move on. Sometimes a perfect location can be rendered poor by others moving into your market area. For example, in my second and most successful martial arts school I was the only martial arts business in an affluent town of 60,000 people. There were thousands of families of the perfect age, and the "Karate Kid" movie, part two, had just come out. Not only that, but the school was also located next to Irvine Dance Academy, a business that would not have been considered an anchor, except that it had been there 15 years and had an active enrollment of over 1,200 little girls. While the little girls were dancing, their little brothers were looking through the window of my karate school, soon to be invited in to kick and punch a bag enroute to signing up as soon as Mommy came looking for them. It short, it was an absolutely perfect location, and on the strength of that alone a monkey could have done well financially.

Three years later the situation had changed. The city had grown, several new shopping centers had been built, and the city boasted no less than 19 other Martial Arts schools. We were still doing well but the glory days of easy income without competition were gone forever, so when someone walked in out of the blue and offered to buy the business for a fair price, I sold the same week. I moved to a fast-growing town twenty miles south and started over again.

### **#4. What are the basic age group and socioeconomic factors of the immediate area?**

Just because an area has many people, that does not necessarily mean that it's a great area in which to do business. Big City, Michigan has lots of people, but if you select a location on the wrong side of the tracks where

**Just because an area has many people, that does not necessarily mean that it's a great area in which to do business.**



unemployment is high and people can't pay their heating bills, your business will fail.

Such pitfalls are not entirely economic. You may open up in a ritzy quarter of Largetown, Nevada, and fail because the local population base with plenty of income spends all it at the slot machines! Suppose you are inclined to locate in Spanish Harlem, but don't speak Spanish. The language barrier alone would overwhelm you! It might be more advisable to locate your business in a residential section of Staten Island or Throgs Neck. Beverly Hills has plenty of people with plenty of money, but they also have plenty of choices on how to spend that money! Rancho Mirage, California has one of the highest median incomes in the world, yet it is also full of old people and therefore not a great place to locate a fun zone, dance school, gymnastics center or any other kids-based business. A jewelry store might do well there, but fail miserably in East LA. The key is to look beyond the basic numbers and break the information on age, income, profession and other factors down to a level where you can use it to make an informed decision for your particular business. You must match the age and socio-demographics of your customer base with the number of people in that range, not the number of people in the area.



## #5. Have you determined the median and discretionary income?



The population base is not the only statistic to consider. What is the median income of those living in your market area? For instance, if you had the choice of locating your golf business in the South Bronx (*median income: \$15,000 a year*) or White Plains (*median income: \$72,000 a year*), which would you choose?

Upscale White Plains would be a wiser choice, not only in light of the heavily urban nature of South Bronx, but because the population base of White Plains contains more people who can afford, and are likely to be interested in, golf lessons.

Discretionary income is another factor to consider because it's the amount of money remaining after normal expenses. It is of prime importance to most business owners because that is the portion of income that will be used to pay for everything after basic living costs. If the discretionary income figure is very low in your area,

you will be forced to sell a higher volume of product than in a more affluent area where you could charge higher prices.

How do you determine the median income of a location? How do you discover the general age, sex, occupation and income characteristics of the targeted population base? Current figures can be obtained from the U.S. Census Bureau and local municipal agencies. Discretionary income can be determined with the EBI (Effective Buying Income), a retail trade survey of buying power compiled by the U.S. Census Bureau every 5 years. It includes information on areas of population with solid discretionary incomes, the kind of money able and eager to buy golf lessons! The EBI is conveniently arranged by zip code, so you can ascertain the ability of a given location to support your business.

If discretionary income is too low, you might be well-advised to pick up stakes and find a wealthier zip code! It may be no more than a few miles away.

That said, you can also be too upmarket. Palm Beach, Florida has a very high median income, but it's a lousy place to put a day care center for kids; the average resident is 70 years old!

Go to your library and study the data. A librarian will be happy to supply you with all the information sources you need. You will also find that most realtors carry such data, along with other useful information like daily car counts.

## #6. Have you considered future growth?

Consider the growth of your area. Most areas grow in one direction while the opposite part of town tends to decline in value and in desirability.

Many areas of the United States, such as Las Vegas, Nevada, Orange County, California and Orlando, Florida, are experiencing rapid growth. Other areas are experiencing just as rapid a decline. The area where I lived in California grew from 300 to 65,000 in less than ten years!



**It is a remarkable fact of modern life that people will fight, sometimes literally, to park near the place they wish to visit.**

This type of growth provides a tremendous opportunity for the entrepreneur to go in early and establish his business as the one of choice. The first owner to be up and operating wins a grand prize; the opportunity to sign up hundreds upon hundreds of clients first!

The down side is that you can get ahead of the curve and, many business don't make it before the critical mass of people arrives to push it over the threshold of success.

Try to establish what the future growth patterns will be in your area. Talk with someone in the real estate business who is knowledgeable about future development plans so you can be sure to locate in the area of town where everyone is arriving rather than leaving.

## #7. Is there adequate parking?

It is a remarkable fact of modern life that people will fight, sometimes literally, to park near the place they wish to visit. Even the athlete going to the Fitness Center for a strenuous workout will park as near to the entrance as he can get, even circling for a while if he notices someone about to vacate a prime space!

Remember driving into a crowded movie theater parking lot on a Friday night and happening upon an empty parking space close to the box office? Did you experience a sense of joy, elation, and even victory? Did you feel lucky, special? Do not make the mistake of minimizing the importance of parking space in selecting a business location.

The public at large is very sensitive to this problem. They have to deal with it every day, almost everywhere they go. In certain metropolitan centers like New York City, some businesses have limited options and are forced to set up business in 'out-of-the-way' locations due to ridiculously high rents in the more attractive areas. The city dwellers usually don't find it a major problem. They understand the business owner's dilemma because they are in the same boat! However, the drawbacks are still considerable. Unaccompanied women and parents of youngsters will be reluctant to use public transportation to do business at a facility located in less than ideal surroundings.





## #8. Does the location have access from both sides of the street?

This can be a very important issue especially if it's a divided highway, or otherwise difficult to make a U-turn. Access from only one side can cut your traffic count in half. Beware also of the effect of whether the traffic is coming or going as they pass a specific location. If your business is located on the outbound trail in the morning it's not nearly as valuable a location.

The other side of the street that is on the homeward journey is better, unless of course you sell coffee and doughnuts. Most people stop and buy things after work, not on their way to work!



## #9. What are the local media boundaries?

This may sound like an odd question to consider when looking for a new location but it can mean a huge difference in your advertising cost, especially in large cities where several boundaries exist. I had a friend who opened a karate school in Anaheim, California. He was on the corner of two major streets, and for all intents and purposes it looked like a great location. It was only when he started to look into local advertising that the gravity of his mistake hit home. The Penny Saver, a local throwaway advertising publication and traditionally a great way to get students for his school, had four zones — all of which divided at that crossroads. To Frank, that meant spending four times as much money just to get his message to the other side of the street!

In another case I had a client, dependent to a large degree on yellow-page calls, who located his business in such a way that his \$600 yellow-page ad did not reach the homes directly across the street from his business. The only solution was to run ads in two books. Check with your local media reps to find out where the dividing zones are for all major publications you might use, as well as cable TV. A little time spent now could pay off big-time later.



## #10. Does the complex or center have a major anchor?

A major anchor is a blessing for most small business owners. Anchors are stores that draw people to a particular shopping center. Any retail business that puts itself in close proximity to an anchor is a real plus. Popular convenience stores, supermarkets or drug store, such as Albertson's, Winn-Dixie, K-Mart, Wal-Mart or Walgreens are typical anchors. Food market locations are safe bets; people have to shop for food! For the majority, a regular stop at the market is routine. The same people who buy food will see you. There will be a constant flow of people walking past your window. This visibility will bring you a substantial amount of new business.

Also good are national chains like video stores, fast food places and coffee shops. Large banks also attract good traffic as do general retailers like K-Mart.

When helping clients choose a great location, I often find that they get stuck on a particular place, not always the best place, but for whatever reason they develop an emotional attachment to it very quickly.

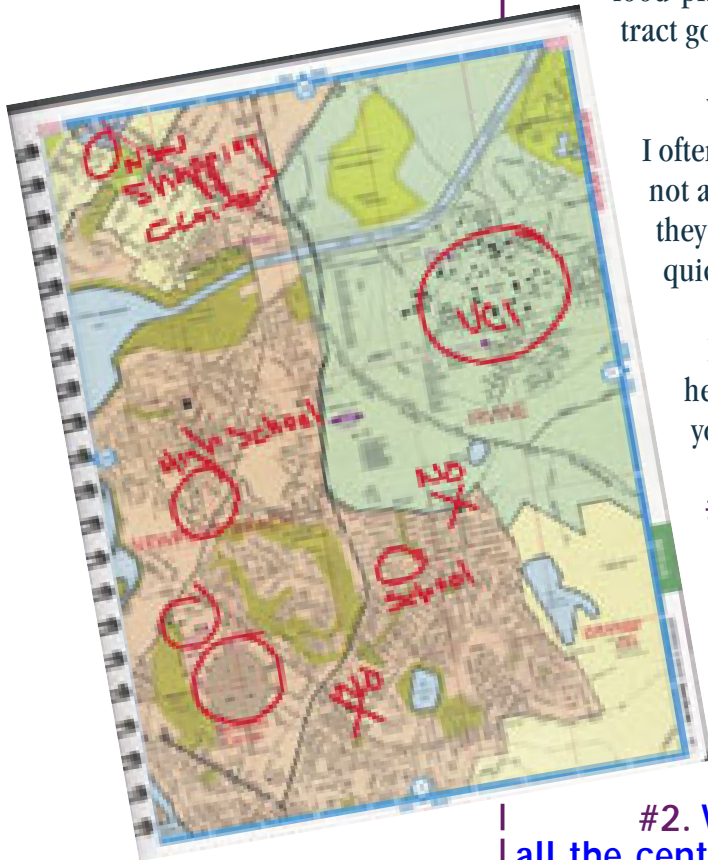
Rather than going straight for one choice here is a 7 step plan of action I suggest that you follow.

### #1. Buy a city map and drive round every shopping center in the area.

Real estate agents very often only show you what they want to show you. By doing it yourself you will get a better feel for the area anyway.

### #2. Write down the phone numbers of all the centers that seem to meet your basic criteria for size, location and visibility, and circle them on your map.

Give each a number and note one other key store in the center for reference; after driving in circles for a few hours it's easy to forget which is which.



**#3. Always find at least three or four options before calling and getting prices.**

**#4. Drive to each location at different times of the day and on weekends and note how busy the center is at different times.**

Some centers are day centers, some centers are night centers, some are weekend centers and some are always busy. Which type is best suited for your particular business?

**#5. Watch the traffic flow of people and cars.**

On more than one occasion I have seen business owners jump at a location because of a major anchor at one end of the shopping center, only to find that people park in front of the anchor and promptly walk the other way, never even offering a casual glance at the far end of the center. Also important to consider, especially in a bigger center, is how the traffic flows. A store located right at the entrance to the parking lot will get far more attention and traffic, and best of all, there is rarely even a premium put on this space.

**#6. Actually stop into several individual businesses and ask them how their business is doing, what the landlord is like, and whether traffic in the center is growing or shrinking.**

Ask how long the space has been for rent; this can be a big help in your negotiations with the landlord, especially if it's been around a while. Empty space generates no money. Always take what they have to say with a pinch of salt, but listen to what they tell you, for often you will uncover information that will help you in making a decision. Is the anchor tenant about to leave? Is the city about to tear up the road? Or is the shopping center about to be sold? Perhaps the best test of all.

**#7. Finally, gather all the data and pick the best location, with a second for backup, and enter into the negotiation stage.**



## 5 Timeless Tips On Negotiating A Lease.

Rates vary so much from place to place, even in the same city, that it's very hard to be specific — but here are five general rules to keep in mind...

***First, let me say that the landlord or leasing agent will kick, scream and feign insult, tell you about the three other prospective tenants bidding on the very same place you are interested in despite the fact that it's been empty for six months, but follow these 5 principles anyway.***

### #1. Everything is negotiable.

I usually start offering about 25 to 30% less than the asking price per square foot, and I usually settle for a discount of about 15 to 20%.



### #2. Always ask for free rent to get started.

It is standard policy in most places to allow one free month for every year of leasing you are willing to take, therefore if you sign a three-year lease you can expect to get three month's free rent, but always ask for more.

### #3. Ask the landlord to help you with the improvements.

Sometimes, about half the time, they will — or will opt to give you some other consideration instead. Ask for the walls to be painted, or carpet to be put in before you take possession of the premises. In some cases where the landlord really needed tenants, I've even had them build out the entire space exactly to my specifications. The rule is simple: *you don't get if you don't ask.*

### #4. Always take less space than you think you will need.

It's very easy to be seduced by the vision of how wonderful your store will be and how much money you are going to make. Remember this, I've never seen anyone go out of business because they leased too little space. I can, however,



give you hundreds of examples of small business owners who went out of business because they rented too much space.

## #5. Cheap rent is usually cheap for a reason.

Like TV time at 3 am, cheap rent usually means little traffic in the center. Try figuring out in your mind how much extra money you will have to spend to build up traffic at a less than ideal location. Sometimes it's worth it; many times it is not!

## Choosing The Perfect Location.

Perhaps no marketing decision is as important to most business owners than where to locate their business. With the simple stroke of a pen on a lease, more business owners destroy their chances of success than by any other move.

Choosing the right location is critical to most businesses. Your first consideration should be making sure that your population base can support your business. If there is already competition in your area, you must try to figure out how much the additional competition will dilute your market.

Consider the socioeconomic factors of your area and make sure that the discretionary income of the surrounding 3 to 5 miles is large enough for your customers to buy from you.

Pay careful attention to street access and to having adequate parking, in general people don't like to walk. Look at the growth potential in your area and identify those sections of town that are most likely to grow in the future.

Most importantly of all, look for a center that has an anchor tenant that will continue to draw people to your location. Do your homework by camping out in different centers, watching traffic flow and patterns firsthand.

Consider the growth of the area in question and make sure that it's not growing smaller.

Make sure you check out where media boundaries start and finish, or you will pay the price forever.





Talk with other tenants and probe for information that will help you make an informed decision.

Remember when negotiating a lease that everything is negotiable. Ask for lower rent, free months for setup, and even a build-out allowance. Take less space than you think you will need and carefully consider the additional marketing cost of taking a location with less than ideal visibility or walk-by traffic.



## 5 • Determining Your Products & Services

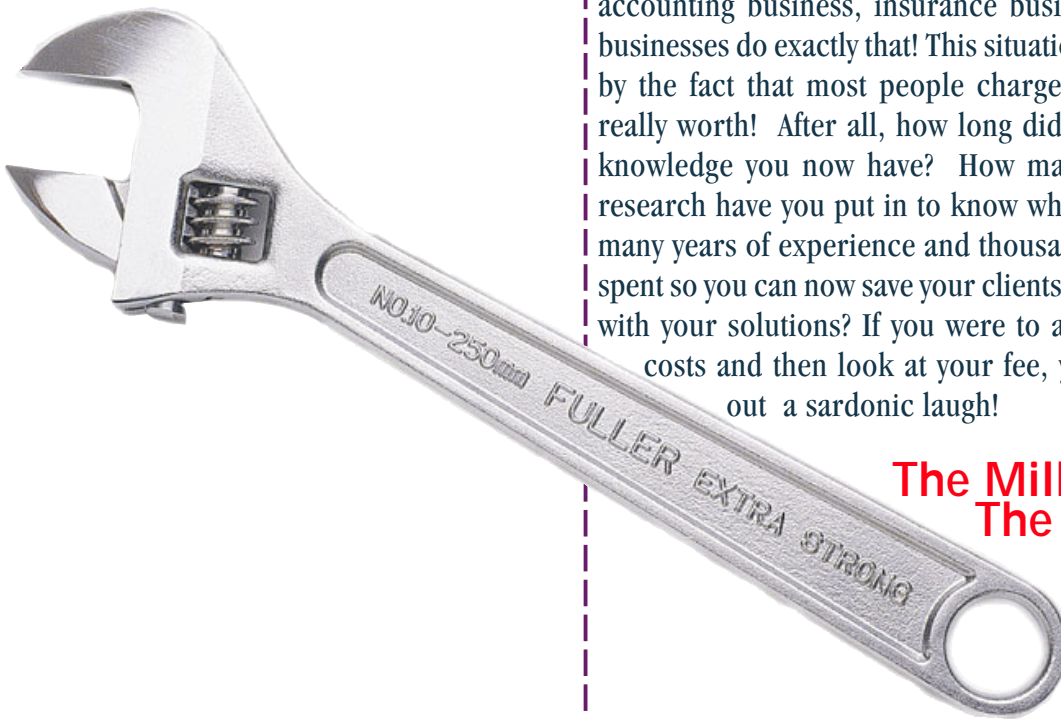
*The next part of conquering your market is determining exactly what your products and services are, what they could be, and what you intend to charge for them. This is the area of marketing that offers the quickest and easiest way to dramatically increase your income in a very short period of time, therefore it's one of the most exciting.*

Most business owners are so busy with the day-to-day problems of running a business that they seldom, if ever, look for solutions right under their nose, yet, as is often the case, that's exactly where you will find most of them.

Through proper service or product selection, pricing and packaging, it's very possible to double your income in a very short period of time. I have helped clients in the karate business, consulting business, recording business, golf business, accounting business, insurance business and a host of the businesses do exactly that! This situation is made all the easier by the fact that most people charge far less than they are really worth! After all, how long did it take you to gain the knowledge you now have? How many hours of study and research have you put in to know what you now know? How many years of experience and thousands of dollars have you spent so you can now save your clients time, money, and stress with your solutions? If you were to add up all the time and costs and then look at your fee, you would probably let out a sardonic laugh!

### The Millionaire & The Plumber.

There is the old story about the millionaire who wakes up in the middle of the night to find his toilet overflowing and water seeping down the hallway. He goes to the phone and calls the first plumber in the book who offers service at any hour. Fifteen minutes later the plumber arrives and is escorted straight to the offending bathroom. After quickly surveying the scene, he grabs a large wrench from his tool kit and slams it down on top of the pipe just behind the overflowing unit. With that, a loud gurgling sound is emitted and the water quickly disappears down the pipe and returns to its original levels. The millionaire, amazed, thanks the man and asks for the bill. At once, the plumber says \$500. "That's outrageous," said the millionaire, "you just pulled that



out of the air. All you did was hit that pipe with a wrench, it only took two minutes. I want an itemized bill.” “Certainly,” says the plumber, reaching into his overalls for a pen and scribbling on a tattered invoice:

Emergency plumbing service Itemized bill	
Hitting the pipe with the wrench	\$5
20 years of training and experience that taught me where to hit it!	\$495
<b>Total</b>	<b>\$500</b>

The moral of the story, of course, is not to sell yourself short. You have a wealth of talent and knowledge which, if marketed correctly, can reap you the type of rewards you truly deserve. Just don't expect everyone to jump up and discover them without a little help from you.

## Pricing Your Products & Services.

In order to run a successful business you must be able to price your products or service so that you can make a fair profit after expenses. Now, there are a lot of different ways to do this. One of the things that always amazes me at my seminars is when I ask why a particular businessman charges a particular price, nobody ever seems to come up with what I would consider the right answer. In the Martial Arts business, when I ask the question...

***“Why do you charge what you charge?”***

the answers range from...

***“Well, that’s what my instructor charged.”***

or...

***“That’s what my market will bear.”***

to...

***“That’s what everybody else is charging.”***

None of these answers offers a really good way to set your prices. These statements are all obviously factors that you might have to consider, for you cannot ignore the fact of what your market will bear, or what other people may be doing in your market. But you should not let these considerations be the deciding factors in determining the price of your product or service.



## How much do you want to make?

Most business owners are so focused on what everyone else is doing that they never stop to think what they should be doing to run their own business and their life the way they want to run it. They are in effect letting others dictate their terms for them.

The first thing you should determine before asking the question...

*"How much should I charge for my product or service?"*

is...

*"How much money do I want to make?"*

Now there is an interesting question. Instead of focusing the discussion on what everyone else in town is doing, let's start at the most important place, your place!

*What do you want to have happen?*

*What do you want to earn?*

Let's suppose, just for argument's sake, that you want to make \$100,000 a year. There are lots of different ways you can arrive at making that income. For example, I know of a karate school in Newport Beach, California that only has 80 students. Yet this man is making more money than almost anybody in the entire business. Why? Because he's charging \$200 a month. Multiply that number by 80 students, and that's \$16,000 a month. Because he only has 80 students, he doesn't have to rent much space; only 900 square feet. Because he doesn't have many students, he teaches all the classes himself, eradicating payroll taxes and employee benefits. So the bottom line is that this man is making over \$10,000 a month in profit. That's \$120,000 a year plus, with only 80 students.

I know other people in the karate business who have 500 students, but only charge \$50 a month. They have large, expensive facilities, numerous staff members, family discounts, and a BIG image to keep up. By the time you figure in their overhead, the \$25,000 that they're generating produces very little profit, in many cases only \$3,000 or \$4,000 a month.



The general perception in the karate business is that you need around 300 students in order to have any chance of making \$100,000 a year, but as you can clearly see from these two examples perception and reality are often different things, as they are in many industries.

You must also consider the stress and hassle factors of dealing with an increasing number of employees and clients. The lower your price, technically the higher your volume, but also the more space you need and the more employees you need.

The higher your price, the more limited your market, but also the less space and employees you will need to offer superior service. For almost ten years I have reduced the number of people I do business with while increasing my income.

**The higher your price, the more limited your market, but also the less space and employees you will need to offer superior service.**

## Retail Pricing

But, let's say you sell something that everyone knows the price of, like milk, eggs, or gasoline. Can you still set your own prices? Sure you can, provided that you have other marketing factors, like a good location, in your favor. A fast-food hamburger nationwide costs less than two dollars, but there are hundreds of places where the exact same thing sells for five, six, even ten dollars or more!

In the private community I used to live in there was a small village store. It was like an old time country store. Their gas was 25 cents higher than outside the gates. I frequently bought gas there anyway because it was so convenient. We also bought beer, wine, milk, eggs, bread and a host of other items at premium prices because it was mentally so much easier than going outside the gates just two miles away.

## High or low?

My point is this: there are basically only two ways to make a lot of money:

**#1. Either you sell a small number of items at the very top of the market, like Ferrari, Rolex, and Clarion,**

**or ...**

**#2. You sell a great number of items at the lower end of the market, like Ford, Timex, and Sanyo.**





Few people make any great headway in the middle of the market because that's where everyone drifts. That's where competition is fiercest and achieving differentiation in the marketplace is the hardest. It really doesn't matter which end of the market you choose to focus your efforts on, both are profitable, but the middle is murky.

The cheapest guy in town will always have a clear position and a steady stream of clients, so too will the most expensive person in town. They will attract a different clientele, but they will both attract clientele because their relative positioning is clear. If you want a basic service at a low price, you go to one. If you want the best service, the premium service, you will go to the other. But, where does that leave the rest? Are they not quite the best, or not quite the worst?



## High and low don't mix

If you are known as a low-end store, people will not pay high prices for your goods even if they are the same goods they have in Harrods or Saks Fifth Avenue. If you are a high-end store, you can sell at lower prices but only occasionally, otherwise you will lose your status as a high-end store.

So it is in a service-based business. If you are at the high end of the market, you can come down, but only rarely. At the low end it's difficult, if not impossible, to move your pricing up. High and low don't mix; in the long term you have to be one or the other, or you must offer a large enough selection of goods, and cover the entire range of goods and services in your industry, which, of course, can be very costly.

## Different Levels Of Product

Back in the twenties Alfred P. Sloan reorganized the failing General Motors Corporation and turned it into a world powerhouse with his pricing strategy to take the car buyer from the cradle to the grave, so to speak. As a young person just starting out, you bought the cheapest most basic car, the Chevrolet. As time went on you took a definite step up by moving to a Pontiac, then an Oldsmobile. About the time you were really on your way, you graduated to a Buick before finally reaching the pinnacle of success and buying a Cadillac.



This process worked only because each step was a different brand, in effect a company within a company. Chevy meant cheap and Cadillac meant premium.

## The law of three

This strategy works very well in most businesses, but you must have clear product differentiation to make it work. In the karate business we offered three basic packages. A month-to-month no frills program with two group lessons a week. A six-month program that included a free uniform and belt, or our three-year Black Belt club program with a special uniform, patch, card, plaque, extra classes and private instruction. People would typically sign up on the lower-cost program to try it out, and then within a matter of four to six weeks almost everyone would step up to one of the more deluxe programs, usually the Black Belt club. The choices were very clear and obvious.



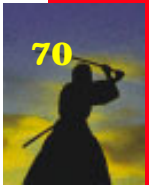
At a recent visit to a chiropractor I was given a choice of seven different plans. I took one adjustment and told him I would think about it! I'm still thinking two months later! A company bidding my gardening offered one of nine different plans depending on the level of service I wanted. I chose another company that offered two! Too many options confuses your clients and prospects.

Give them options, but keep them simple and clear in the only place that matters, the mind of the prospect!

## Package In Groups

I have shown countless service providers in a host of different industries how to double their income merely by repackaging their products or services into different configurations. Take a look at your offerings and group them into three distinctly different programs. If you have a more complicated product, with say nine options, either simplify the offering, or use three choices to get to the second three, and three more to get to the third, so the prospect is always focused on smaller and easier decisions.

For example, in the Martial Arts business we offered three options but we also offered each of the options in a group or private package, giving us a total of six different service options. As soon as the prospect sat down we would ask



whether they were interested in a group program or private program, the answer to which immediately cut their options back to three.

## You Set Your Own Prices

Why do some golf pros charge \$200 an hour and others \$30? Why do some attorneys charge \$100 an hour and others \$500? Why do some accountants charge \$40 an hour and others \$200? Why do some stores sell a cotton dress at \$40 and others at \$400?

In my seminars, whether the group be accountants or consultants, speakers or golf pros, I often make a point of asking what three or four of my audience charge. Let's say that a group of golf pros answered that they charge \$40, \$50 and \$80 an hour for lessons. My next question goes to the low man on the totem pole.



***“Are you good at teaching?”, I will ask.  
“Yes,” he will reply.***

***“Do you think then that Mr. Golf Pro over here charging \$80 a hour is twice as good a teacher as you are?”***

***“No, I don't,” he will reply.***

***“Then why is he making twice as much money?”***

Sometimes he will answer that it's the club, the area or some other factor, but for the most part, regardless of industry or profession, the dominant reason why one professional can charge more than another boils down to this...

***That's what they decide to charge!***

As a business owner you have the power to set your own prices. You get to decide how much you want to work or how little you want to work. 40 hours at \$100 an hour is just the same as twenty hours at \$200 an hour, only you just bought an extra 50% of life to enjoy with your family and friends.

Now, I don't pretend that it's always that simple, but at the same time DO NOT make the mistake of thinking that it isn't! Of the hundreds, perhaps thousands, of people whose incomes I have helped double, how many of them do you think



believed me when I told them they could make twice as much money by restructuring their pricing? If you guessed none, you were right.

Of course, they had never considered the possibility of doing something so radical and simple, otherwise they would have done it!

As a speaker I could stay almost twice as busy if my fees were half of what they are, that's a fact. I turn down work all the time at lower rates because I don't want to live my life on an airplane. I would rather do a smaller number of well-paid engagements than a larger number of moderately paid engagements.

My speaking schedule is based on a quality-of-life issue, not on a share-of-my-market issue.

## Uncovering Extra Income

In the Martial Arts business, the majority of the income was derived as you might expect, by monthly dues and tuition. But we also made a substantial amount of money in four other areas:

### The first was rank-testing fees

These were fees above and beyond normal dues for taking part in rank examinations, and they occurred every six to eight weeks.

### Merchandising

The second area was merchandise, T-shirts, caps, bags, uniforms, etc. This is a much underutilized area of income for many service businesses. Health clubs, dance schools, restaurants, even chiropractic centers, often offer T-shirts, sport bags, vitamins, and health aids.

If you are going to go to the trouble of setting up a small pro shop, make sure you do it right. Go to your local private country club and look at how the golf pro shop, or tennis shop, is set up. Then build a small stand-alone boutique in the corner of your waiting room or lobby; it doesn't have to cost a lot but it does have to look professional.



**Depending on your business, you might find that some of your promotional activities can also produce income.**

Don't, as so many businesses do, simply pin a bunch of merchandise to the wall and hope that it will walk off the wall by itself. When was the last time you walked into a store and pointed to a dress or a shirt pinned to the wall with thumb tacks and said, "Give me that one up there pinned next to the light switch?"

## Promotional events.

The third area was promotional events such as karate birthday parties, Halloween parties, and tournaments. These not only produced income but they were also a great source of leads. Depending on your business, you might find that some of your promotional activities can also produce income.

Dance centers make a great deal of income on recitals while health clubs use bodybuilding events. Think of what kind of promotional event you might use that you might also be able to turn into an income opportunity.

## Seminars & clinics

Finally, at my school we offered special clinics and seminars every eight to twelve weeks.

We did seminars in weapons, or seminars in ground fighting, or seminars or clinics on sparring. This was an excellent way to boost income with our existing clientele with no marketing cost whatsoever.

Once or twice a year we even brought in an instructor from outside our school and put on a clinic that we advertised to the whole city. Investment counselors and insurance agents often make a small amount of income on seminars designed to uncover leads.

While dues made up 70% of our income, these other areas produced another 30% with very little increase in effort, except the realization that they existed and could be exploited as income sources.

## Xanadu

When I moved to Florida I was fortunate in finding an excellent recording studio just yards from my new office. Now, despite being out in the boonies, I know it must be good because in addition to putting out our great-sounding





products for me, Matt, the owner, also does work with Rod Stewart, Brian Adams, Sting, Hootie and the Blow Fish, and a host of other modern day rock legends.

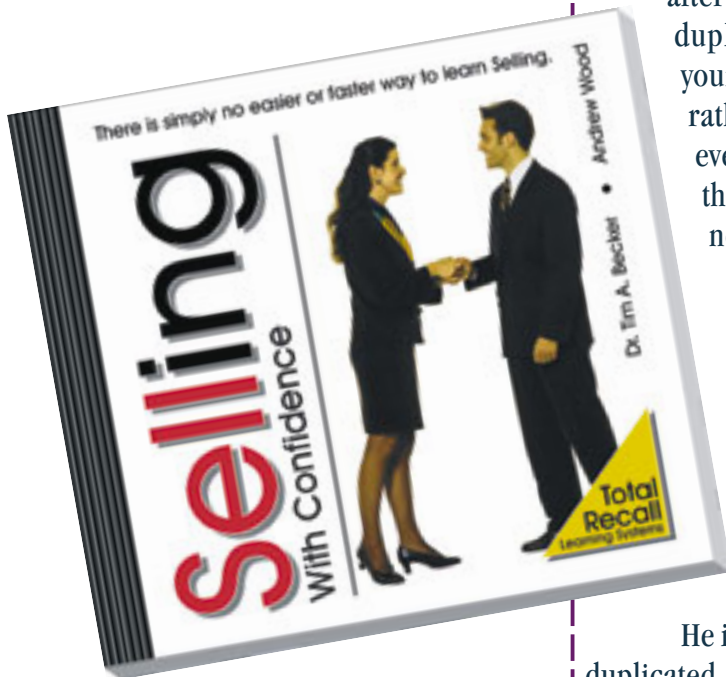
Matt is great at everything he does except one thing, marketing his business and maximizing his income. Recording he knows, marketing — well what's that?

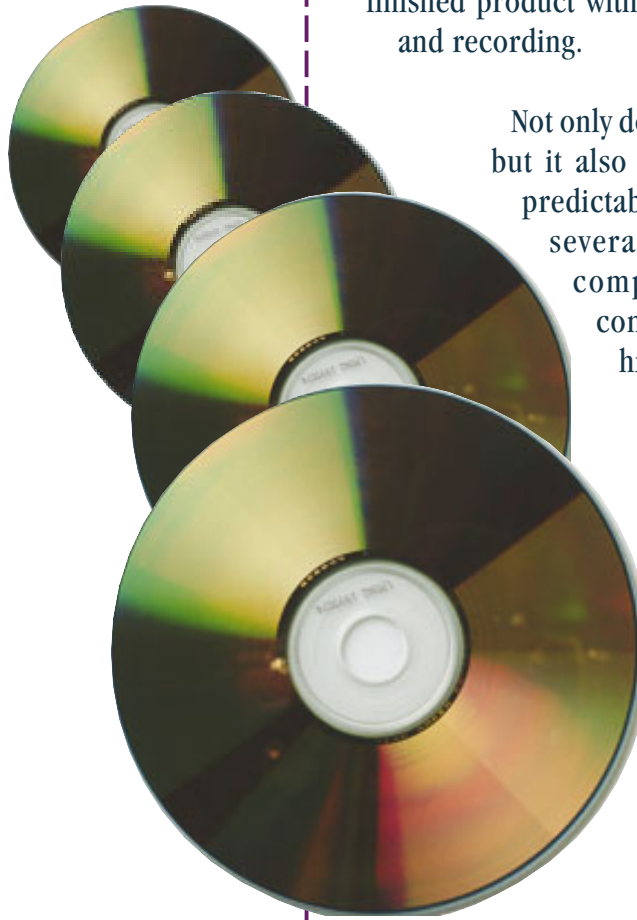
After recording one of my programs with him, I asked him how much he would charge me to make the audio tapes. He handed me a flyer from a duplication company in Tampa and told me to call them. I did, but when I went back in to record again, I asked him why he had not taken my order. Why had he not called it down to Tampa for me, added on a small markup and made himself almost as much money for one phone call as he had done for several hours in the recording studio? He simply hadn't thought of it, after all he was in the recording business, not the duplicating business. I asked, "Why not think of yourself of as being in the record-producing business rather than just the recording business? After all, every single person who comes in here wants more than a single copy of what they do, and they also need artwork, graphics and labels."

***"But I don't have the machinery or the staff to do those things!"***, he protested. I explained that he didn't have to have anything in order to act as a broker, or he could make a small investment and package all the things included together with the price. In the end, he did all three.

He invested in a small tape duplicating machine which duplicated four tapes in seconds and it paid for itself in a matter of days. Since he spent a lot of the time in the studio just waiting around, he was able to quickly set up four tapes and flick the switch while he was monitoring the session in progress.

He also started to sell his time differently. Up until the point where I walked in his front door, he had just one way to sell his skills, by the hour! Now that's really a tough way to make a living. Instead, I encouraged him to package his recording time, editing time, and consulting time together. Now when a band walks in, instead of charging an hourly rate he finds out what the band ultimately wants, say 250 CDs.





Then he gives them a complete quote that includes a finished product with art work, packaging, duplication, and recording.

Not only does this give him increased income, but it also ensures that his income is more predictable. Since he knows it might take several months for the project to be completed, he can bill the band a consistent amount each month until his fee is met rather than have the feast-or-famine of being paid whenever they happen to show up and record.

I also talked him into the concept of charging a much higher hourly fee that decreases with the amount of time the person actually wants to commit to. In this way, people who come in for one-of jobs, or editing that offers little prospect for future business, end up paying more for his expertise.

With an investment of just \$2,000 he now offers recording, duplicating, graphics and packaging. He outsources the graphics and packaging and, depending on the quantity, the duplication. He adds a thirty percent markup for his trouble and gets paid in advance, avoiding all collection problems.

The net result is that his income has almost doubled in a matter of just a few months. This is by no means an unusual story, it's a typical case of being so caught up in the forest — doing it, doing it, doing it — that you keep working harder without taking a step back to work smarter.

## Accountants

Most smaller accounting firms have their roots stuck squarely in the tax preparation market, a market that causes a feast-or-famine situation and offers little opportunity for increased income other than the costly practice of going out and finding more clients. The real opportunities for profits in the accounting field are in the consulting business. Everyday businesses are looking to be bought, sold, or to package them-



selves for investors. Few entrepreneurs have the ability to do this on their own, yet many find themselves going to higher-priced, larger firms because it's a service their own accountants don't offer.

I have a good friend who packages ready-to-use business programs for accountants to help them in securing this type of business, and the results have been phenomenal. By using their accounting expertise, and helping small and medium sized companies set themselves up for sale, or for the acquisition of additional capital, several have doubled their income in a single year — something that would have taken years of acquiring an ever-increasing base of tax-only business.

## Speaking Income

In my capacity as a professional speaker, I derive my income, not just from speaking for a fee, but also from a host of different, yet related, products and services. First, at the majority of my speaking engagements I sell books, audio programs, videos, and computer programs.

Often, as a result of a speaking engagement, I will be asked to participate in a consulting project which could range from a few days to several months. I am sometimes asked to write follow-up articles or to design training manuals, all of which are extra services and contribute extra income to my basic expert-speaking-for-a-fee business.

## Look For Synergy In Your Product & Service Offerings.

Look for synergy in your product offerings to maximize your space and income. Many book stores now make extra money as coffee houses. Restaurants offer paintings on their wall for sale. Most gas stations are now convenience stores. Video stores offer popcorn and candy. Photo development stores offer frames and photo albums. Chiropractors also offer massage therapy. Copier repairmen also wheel and deal in used machines. Dentists can have fresh fruit available.

When considering product or service synergy, be very discriminating in deciding what makes sense and what doesn't! Getting into an entirely different business can be easy to do and extremely difficult to get out of once you're in. Look for

Look for synergy in your product offerings to maximize your space and income.

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opportunities that demand low inventory and little, if any, extra staffing.

Also make sure that, from a purely personal point of view, the extra service is something that your are interested in providing rather than something else you just think might make an extra dollar.

At the end of the day there a zillion ways to make money, so you might as well stick to the ones you know, enjoy, and feel good about doing!



## Refer For A Fee

If you are constantly asked for a service you cannot or don't want to provide, set up a network of other professionals and charge a referral fee or booking fee of 10 or 15% for sending the business to them. This works very well in the consulting field. I know of several computer consultants who make a large amount of their income just from referring other specialists.

## When To Raise Prices

There are two times to raise your prices. The first and most obvious time is when you are too busy or approaching capacity at your present price. The good old law of supply and demand. Another way to deal with this problem is to expand your business; consider charging more first. If it works, and if you are at capacity and don't get too greedy, it surely will work. And it will give you more money and more time to plan your expansion.

The second time is when you want to differentiate yourself from others in your area or industry. In most industries there are glass ceilings that put you in a specific category. In the speaking business, charging \$5,000 plus for a keynote speech puts you in an entirely different group of names than charging \$4,500. \$3,000 puts you in the professional, but journeyman, class while \$1,500 is about the minimum acceptable fee to consider your speaking a profession rather than a hobby.



Find out what perceptions exist in your industry, where are the price breaks in the minds of your prospects and clients? At what point does a good value become expensive? At what point does a low price encourage a perception of low quality? Where is the middle ground and what can you do to move to one end or the other?

## Price-based Promotions

The most common promotion in almost every business is simply to reduce the price of the product or service. While this can certainly bring in additional buyers in just about any business, it also carries with it two inherent dangers.

First, traffic will increase, but based on the depth of the discounts, profits may not!

Second, if you run price promotions too often, people will get wise and start to wait for the next bigger and better special before deciding on a purchase.

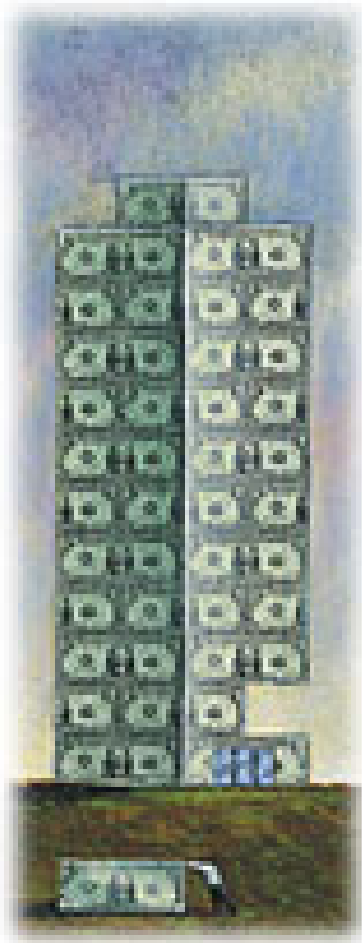
***Some common price promotions are:***

### Percentage Discounts

Percentage discounts can be used as promotions in any increment, but they must be deep enough to attract attention. A 10% discount on a big-screen television may be enough to attract attention, a 10% discount on a pair of beach sandals well may not!

Typical sales offer discounts of up to 50% and sometimes even more. The deepest discounted items are always the ones that have been sitting around too long and probably wouldn't sell at any other price. The key in using such price promotions is to get rid of slow-moving items to make way for better inventory and to generate additional sales on non-sale items.

For example, a clothing shop I was in recently had reduced its dress shirts by 50%, but the ties laid out on top of the shirts were reduced only 10%, and were in fact almost the exact same price as the shirt itself. Whatever loss of profit they took on the shirt was certainly made up on the purchase of ties.





Sure, not everyone will go for it, but most will, once in a buying mood it's easy to get people to keep the money flowing.

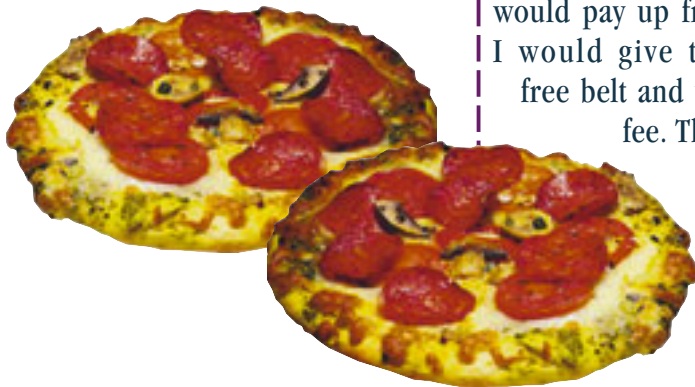
## The two-for-one specials

Two-for-one specials are the mainstream promotion of the pizza business, the health club business, carpet cleaners, and many other service-based businesses.

As I am sure you know, the basic premise is that you buy one pizza, membership, or cleaning service in one room, and get the second pizza, membership, or room for free. In most businesses the loss is made up by up selling the customer additional service. A longer-term membership, additional rooms, or in the case of pizza, extra toppings and soft drinks.

## Buy one, get one free

There are many variations on the **“buy one, get one free”** theme. In the Martial Arts business, I built my business on what I called a **“four-plus-one special.”** The students would pay up front for four months rather than one, and I would give them, free of charge, a fifth month, a free belt and uniform, and waive the normal registration fee. This cost me just a few dollars for the uniform and got a much longer commitment from the student.



## Bonus gifts

This is the type of promotion where if you buy a car you also get two free tickets to Hawaii. While it's not technically a price promotion, everyone knows the rough value of two tickets to Hawaii. Plus, there is the added bonus of being able to take the trip guilt-free. I mean, if you just took the cash, you know that you should really pay off bills with the money, but hey, if you get two free tickets, well then you have to use them, don't you?

Hotels frequently use promotions such as:

***Kids Stay Free...***

***Free Breakfast...***

***Free HBO & ShowTime...***

and other such promotions to add value to their price. Just as in all advertising, other hotels may offer the same services, but if the prospective traveler does not know this, he who claims it first will win!



## Perfect pricing promotions

When running this type of promotion you must sit down and consider how you can use the promotion to make more money, not just increase traffic. If you discount, how will you make a fair profit margin back? Can you expect to make it up by selling additional full-priced items?

## Perfect Pricing

When it comes to packaging and pricing it's very, very important that you don't get caught up in the trap of doing what you've always done. Because if you do what you've always done, you'll get what you always got. Don't follow the herd in your industry, challenge your existing packaging of products or services.

Set prices based on what you want to make and the commitment you are willing to make. Consider the multitude of different ways, and prices, you could offer your services to get where you want to go.

Then, narrow your offerings down to three clear options. In a complicated business, offer options in sets of three, thus simplifying the decision-making process.

Look for creative ways to add products or services to your existing line and increase income.

Keep everything synergistic, focus on low overhead, low-service options, and most of all, make sure that any you choose have personal appeal.

Set up a network of other vendors and consultants who can benefit from your referrals while paying you a small fee.

Raise your fees when demand is high or when you want to differentiate yourself from the competition. Pricing promotions are the most common promotions in business. They include percentage discounts, two-for-one specials, buy one-get, one free offers, and bonus gifts. While these type of promotions often increase traffic, care should be taken in planning to make sure you have a plan for turning increased traffic into increased income.



## 6 • Attracting Attention

***Look, look over there on your right! It's a new store and it's selling exactly what you are looking for!***

In many businesses getting attention is everything. The simple task of letting a prospective customer know that you exist and are close by in a specific location, ready and waiting for when they need you, is a huge part of marketing. Not only must you let them know where you are, but you must also continue to let them know where you are in as many ways as possible so that it gets burned into their memory. For many people, the first place they notice becomes the place they do business with. When they move to a new town, the first dry cleaner they notice gets first shot at their business. But by no means is the first one they notice always the closest or the best, it's just the first one they notice. The same is true for just about any other business.



I recently moved to a new area and followed this procedure to a tee. When my car got a ding I took it to the biggest and brightest body shop without even noticing at the time that I drove past four others in the process. The first insurance agent I called was the one whose small office faced the main road and had a huge blue sign. The first dentist I called was the only one whose ad said he would take calls 24 hours. I, of course, had a massive toothache at 6 a.m. on the first morning of a three-day weekend. Think back to how you chose a particular business, especially when you were new in an area; didn't you often go to the first or most familiar-looking place? And so it goes. Over time many other factors will come into play, but always the first factor to consider when marketing is the visibility of your product or service in your community!

## Attracting Attention

With that in mind, allow me to share with you the 17 low-cost methods to attract attention and put more prospects, clients or customers into your business. We're going to start with some of the more basic ideas and gradually work up to the more complex and more expensive ones. This is a pot-pourri of great ideas, some of which will be applicable to your business, and some that won't. Give them all a listen though, and you might find that, while one idea is not quite



right for you, it will stimulate your creative juices into amending it into an idea that's just perfect. So let's start brainstorming with the first thing anybody probably sees, which is the name on your business card or on the sign in front of your building.

## #1. Put A Benefit To The Customer In Your Business Name

A great majority of businesses start out by handicapping themselves in the marketing process with a bad choice of name. The owners who have invested money in the name usually stick by it no matter what, but I'd be remiss in doing my job if I didn't share this key point with you.



When considering a name for your company, unless you have untold millions to spend, pick a name that describes what you do in a way that people understand.

For example, all things being equal, if you had a car problem, turned to the yellow pages and had the choice of calling...

***“Joe’s Garage”***, ***“AAA Auto”***, or ***“The Car Doctor”***, who would you call first? 90% of people would call “The Car Doctor” because the name suggests an immediate solution to their problem.

Let's say you are new in town and your young child has a tooth ache? Would you call ***“Bob Talbot, Dentist”*** or ***“The Bright Smiles Family Dental Clinic”***?

You need a number of repairs done around the house, do you call ***“Mr. Fixit”*** or ***“Jack’s Odd Jobs”***?

You need a quick oil change before a long trip, do you go to ***“10-Minute Lube”*** or ***“Tony’s Automotive Shop”***?

Last night I caught a commercial on TV for a law office and, as is typical in the legal industry, they used the names of the partners. The last of the three names, and unfortunately not even the worst, was Pianobanger. I don't know about you, but I just can't imagine being represented in anything by a guy called Pianobanger. I don't care how good he is at his job, he'd make a lot more money if he changed his name, used his middle name, or called the firm ***“Injury Law Center”***!





I'm sure you get the point. If you don't have a good – no, great — name for your business, change it at once! It's really not that hard. I've changed my company's name four times in ten years as it took on new directions, and you can too! A good name makes generating attention and conquering your market so much easier!

## # 2. Get A Logo That Means Something At A Glance

If your company logo is not a national brand or does not convey to the public what it is you do, don't waste any money putting it on your sign, or for that matter in your Yellow Page ads. Space costs money! Like the name issue, the logo is also

an item that gets people very emotionally attached, especially if they have used a particular logo for a long time. Or if they have been conned into a wonderful typeface logo by an enterprising graphic artist who knows lots about graphics but nothing about conquering the marketplace. Millions of dollars are spent each year on designing fancy-type style logos. Billions are spent trying to make those logos mean something, but unless you have a budget like Coca Cola you are fighting a losing battle.



Logos are an important part of branding your reputation. If you cannot look at your logo and instantly make an educated guess as to what business you are in, you are wasting your time and money.

**Fancy letters,  
you can keep them.**

**Initials,  
forget it.**

**Esoteric etchings,  
you might as well yell into  
the wind.**

You get maximum value for your logo only when people can instantly determine what you stand for as soon as they look at it. For example, the logo for the Martial Arts Business Association was a one-inch-square graph, with a karate





figure doing a flying side kick and a red line zigzagging up the page from his foot. You could instantly tell I was involved in the business side of the Martial Arts, even if you knew nothing about the company. If your logo does not graphically convey what it is you do, **CHANGE IT**. You cannot afford the luxury of being attached to any name or any symbol that does not easily enhance your reputation in the market place.

### #3. Business Signs

Make your sign as descriptive as possible, letting people know exactly what you do. Often you see huge and expensive signs with nebulous headings like “**Smith & Associates.**” In the karate business, many of the owners I dealt with would use this valuable space to announce what style they taught, like Wah Lum Kung Fu. The only problem was that more people thought it was a Chinese takeout restaurant rather than a school that taught Martial Arts.



When you waste your money on such signs you waste one of your best opportunities to announce to the world what it is you do. Make your marquee sign as specific and clear as possible... **“Computer Repairs”, “Family Dentist”, “Attorney at Law”, “Gift Shop”**.

In many cases, especially if you ignored my first piece of advice about putting a benefit in your business name, it makes sense to put what you do in giant letters and what you call your business in much smaller letters. Remember, people buy results and benefits, nothing else! Putting your name in lights may appeal to your ego, but in most cases it will do nothing to increase your income!

### Taking on the big boys

Sometimes your sign can be even simpler and still create the desired effect by increasing traffic. Take for example the small grocery store owner in Toronto, Canada who suddenly found that a major supermarket had leased the space right next door to his building. A few days before the store opened with giant fanfare, he too got busy remodeling. He had the front of his building knocked out and added several more doors. Then he took down his original sign, which had been



his name, and in its place erected a giant neon sign that simply read “entrance”. To the person walking up or down the street it seemed logical that this was indeed the entrance to the supermarket and not to a small grocer’s shop. The results were so good that the big guys eventually bought him out at a fair price rather than simply putting him under as they had originally intended.

***Chalk one up for the little guys!***

#### #4. A-frame Signs

One of the simplest and most cost-effective ways to attract business is to invest in a colorful A-frame sign. These signs can be bought for about \$200, or made by hand for just a few bucks as long as you’ve got a good artist as a friend. The investment will quickly pay for itself when placed on the sidewalk outside your business as near as possible to the road. These signs often attract a great deal more attention than your regular marquee sign.

This is due to the fact that it sticks out because it’s new. And, also because it’s right on the sidewalk at eye level.

Often people get so used to driving down the same street that even large signs don’t get noticed. One that is not usually there will be noticed. Move it around constantly to different positions in your shopping center and you’ll be surprised how many people walk in and ask you if you’d just opened, even though you may have been in the same location for years!

I remember one day when I put out my A-frame sign that a guy walked in and asked, “Did you guys just open?” “No,” I said. “We’ve been here three or four years.” “Really,” he said. I said, “Where do you live?” And he pointed at the apartment building not 400 or 500 yards away. So, get those A-frame signs out and move them around.

Now, one little tip. A lot of cities have rules against this type of signage. They employ important people, often directly related to Napoleon, to drive around and tell you that it’s unsightly and against city ordinances, written of course by government officials who never had to meet rent or payroll in



their lives. The key to getting around this is to use the signs in the summer evenings after 5:00 or 5:30 when the inspectors go home, or you can put them out on weekends when the inspectors are off work. I even had one client who swore that his A-frame sign brought in so much extra business that he gladly paid a weekly fine!

## #5. Billboards

In some areas of the country, billboards offer a great opportunity to boost your image in the community. But billboards don't work in every community, and in some communities they're so expensive you couldn't possibly afford them. But, if you're in a community that's a little more rural, a billboard can really stand out, it also gives the impression that you are a large business. The most successful ones I've seen are usually billboards with a captivating graphic, bright colors, very few words (seven or less), and

with a giant arrow pointing directly at the building where the business is located, or with simple directions like a highway exit number. Since most people are driving at sixty miles an hour or more, it's imperative that whatever you choose for a billboard, you keep it simple.

Billboards can also be used extensively on more rural parts of major interstate highways to attract drive-by traffic for a wide variety of business ventures,

especially restaurants, hotels, gift shops and local attractions. Recently, while driving cross-country, I stopped at a store in Louisiana that claimed to be the Worlds' Largest Audio Book Store, and several restaurants along the way based only on a single billboard. I suspect that many others did too, since there would be no other way of knowing they were there! As fate would have it, I also bought my new house from a billboard although in a roundabout way. I was on vacation in Florida with my wife looking for a small, rural development — a golf development I had found one on the Internet called Black Diamond Ranch. Our plane was late, our rental car was late, it was dark, raining, and we were tired, hungry and lost. Suddenly in the middle of nowhere we saw an old billboard advertising an English pub. In the next town some



ten miles away, we found it, had dinner and spent the night in the adjoining hotel.

The next morning when we woke up we met the English couple who owned the hotel. When they asked what we were doing out there in the middle of nowhere, we told them that we were looking for property in a certain golf development nearby. As it turns out, that's where they lived and the next day we bought their house. I'm sure it's the best sale that billboard every generated!

For non-travel related businesses, billboards can be used to backup a particular ad campaign or announce a major event. Rarely should they ever be used on their own to generate significant business, but rather as part of an overall campaign. As with most advertising media, rates are always negotiable!

## #6. Car Signs

The next way to use signage is to put it on your car. Get magnetic signs made up and put them on your car and you'll promote your business all over town. If you have a van, you might even custom-paint it on both sides. Always put your phone number in large letters. As well as being a great ad while you're driving around, a well-positioned van parked at the edge of your center's parking lot can be like a giant billboard. It also gets around a lot of those restrictive local ordinances about signs.



One of the best examples I've ever seen of this was from a client I had up in Canada. Outside their main headquarters in Toronto, they put an old London double-decker bus bought for next to nothing, and had it painted as a giant billboard. Needless to say, it attracted a great deal of attention, and since the business sat a long way back from the street, it made giving directions a cinch; just look for the bus! To make things even better, when they had outings or parties they actually used the bus to transport their clients around. While a bus may be out of the question for you, you may have a truck driver who is a friend. Why not paint your logo on the side of an 18-wheeler? The possibilities are endless and only limited by your imagination.





## Looking down

Exposure is everything. If you live in a city rather than out in the country, don't forget the number of people who may be looking down. And it's a great idea to put your logo on top of your car as well as on the sides. As long as you have staff and assistants that have decent cars, why not get all of them to put magnetic signs on their cars as well? In fact, as long as you have a bunch of supportive clients and friends, why not have all of them put magnetic signs on their cars?



Imagine if you had 50-100 cars driving around town with your logo and phone number on them? Just think what an impact that would have in your area. One or two logos is good, but hardly very noticeable. If lots and lots of the cars that people see driving around your town have your logo on them, pretty soon the message is going to get out. You can also reward these people by having a contest with a special prize for ones that you spot in specific areas of town when you're out and about.

## Creating your own fleet

Having signs on several vehicles also makes your business seem bigger and more successful. I even heard about a guy who had a plumbing service who painted giant numbers on the sides of his van. On one side it said **Joe's Plumbing Van #2**, while on the other side it said **Joe's Plumbing Van #3**. On the back it said van 4 and on the front of the van was the number 5. Joe explained his logic by saying that anyone who could see the van could see that Joe's Plumbing had one van. But a person walking up the street could see the number five and would think he had a small fleet of vans running about town fixing problems. A person walking down the street could see the number four, while anyone looking from either side would see number two or number three. Even when visiting the same house, he often parked the van at different angles so that the clients would think he had brought another from his fleet.

## #7. Use A Prop To Get Attention

Another great way to attract extra attention is to get a dummy to help you. In my karate schools I used to dress up a mannequin dummy in uniform and stick it on the roof of our building doing a flying sidekick or a front kick at the street.







People who had driven past our school for years suddenly started coming in when they noticed the dummies on the roof. We changed the dummies on a daily basis so that one day they were kicking forward, another day they were fighting each other, another day they had a weapon or something. We only did it for a couple of weeks in the summer, but it sure attracted a lot of attention. It may sound corny, but it got our school noticed. It would work equally well for clothing stores, uniform shops, sporting goods stores, and just about anything else you can think of, as long as you use an appropriate prop to tie the dummies into what it is you actually sell.

## #8. Giant Balloons

For those businesses that a dummy doesn't suit, there are all kinds of custom balloons and giant blowup icons that would certainly make you business stand out from the crowd. From blimps to soda cans, houses to cars, you name it and you can get a giant inflatable that matches your needs. Imagine it floating above your store like it escaped from the Macy's Christmas day parade, drawing the instant attention of all who pass. This type of promotion works best in conjunction with a grand opening, an open house, or an anniversary. Balloons can be rented by the day or week and can be found in your local Yellow Pages.

Giant spotlights are another way to capture attention, particularly in the winter, or for those businesses that do a bulk of their business in the evening such as restaurants and nightclubs. Letting people in your area know that you even exist is a big part of getting the ball rolling towards conquering your market. **Take whatever action you must to let people know you are there!**

## #9. Glow Your Way To Extra Business

In the winter when the nights are dark and rainy, a great way to get extra attention is to put neon frames around the insides of your window frames. These can be acquired in a variety of colors from bright green to hot pink depending on the type of business you have, and they really make your store stand out for not much money.



## #10. Change Your Display Window

You should also make use of your windows for some type of thematic display even if you are not in a retail business. There are thousands of businesses like insurance agencies, attorneys, and even doctor's offices that have retail-based locations with windows and walk-by traffic.

Instead of covering them up with dusty blinds, these windows could be put to far greater use encouraging people to stop, look and remember the name of your business for a future date when they might have need of your services.

Obviously, during Christmas people do Christmas stuff. But you can also theme your windows. At Thanksgiving, you can put a different theme, also on July 4th, Memorial Day, etc. Put somebody who's creative in charge of making sure that your window always attracts attention from passersby. You want people to stop, to look, to listen. You want them to say, "Wow!" every time they walk past your window.



If your prospects aren't coming in on a regular basis and commenting on your window displays, the displays probably are not very good. Make the extra effort to use that window space to attract attention and you will find that it will quickly add up to new clients every single month for no cost.

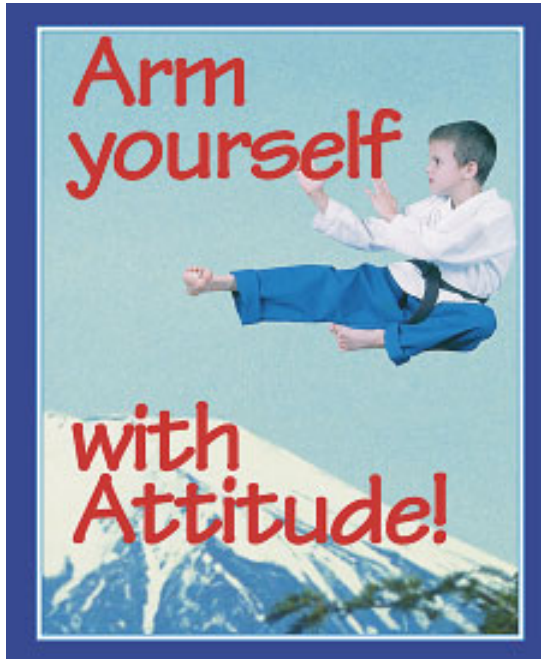
## #11. Use Signs Within Your Business

It pays to remember that people often need to be hit several times with an idea before they will react. That's why it's a great idea to place signs inside your business as well as outside, and in your windows. Once again, think of what happens when you walk into the mall. There are lots and lots of different signs and posters to entice you to buy different products, even though you're already in the store. Take a look at your local bank, hardly an icon of retail brilliance, but I bet they have lots of in-house posters touting IRA's, mutual funds and savings accounts.



Sales of our Black Belt Club karate programs went up significantly around the country when we sent out a color poster highlighting the black-belt club and all the benefits it had to offer. The posters were placed at strategic areas throughout the karate school so that the students would see them several times when they walked in. This pre-framed them into asking about the Black Belt program.

When a client comes in to ask about a specific program or service rather than you telling them, it's much, much easier, of course, to sell them upward.



We also use posters inside our Martial Arts schools highlighting the different benefits of Martial Arts training, such as self-discipline, leadership, confidence, etc. This has had a great effect on our customer retention rates. Parents came, saw these different posters on the wall, and quickly make the mental connection that yes, this school is teaching my child self-discipline, or leadership, or motivation, etc. So that was a great way to increase retention. The other use of posters is, of course, to draw their attention to existing specials and different promotions that are coming up.



## #12. Dress Up Your Business For Success

If you are fortunate enough to own your own building or have a good relationship with an entrepreneurial landlord, use this to your advantage by dressing up your business. Start by making your building aesthetically appealing, keep it and the surrounding areas spotlessly clean.

Paint your building a unique color, **“Barbie’s Hairstyling”** might go well in bright pink, while **“Hall’s Paint Shop”** might have splashes of brightly colored paint all over the building. A computer store might attract attention with black paint and fluorescent green writing. The key is to find some color combination that works in a prospect’s mind for your specific field.

While the number of things you can do if you rent a building may be limited, there are still things that you can do to make your business stand out from the crowd. Ask to put up an awning outside your store, or offer to pay for a couple of extra trees or flowers to spruce up your section of the

parking lot. Install a security light for your customers and generally go out of your way to make sure your store stands out from all the others in your area. In the town where I grew up in England, the local department store built its business on the fact that it had the cleanest, safest restrooms in the city. The less expected this extra effort in appearance is, such as at an auto repair shop, the greater the impact will be in attracting customers and fostering repeat business.

Perception is everything, a bright, clean place smells of efficiency and pride whether they exist or not!

**Perception is everything, a bright, clean place smells of efficiency and pride whether they exist or not!**

To a lesser degree the same thing holds true for an office-based business, there signs of clutter and wear will help foster negative connotations. Make your office stand out with tasteful decorations, good color coordination and furniture that doesn't look like Goodwill rejected it! You never get a second chance to make a good first impression.

What does the new client see when he arrives for a meeting? Is he likely to be overwhelmed by the luxury and opulence of the facility where you conduct your business? If this is so, he may wonder if he should make a run for the door and seek out a less expensive place! On the other hand someone can be quickly and permanently discouraged by an untidy, unswept office with full waste bins and yesterday's half-consumed Big Mac and large fries on the desk. Visualize a large roach running across your coffee-stained appointment book and you'll get the idea!

Somewhere between these two extremes is the ideal setup that will not cost you an arm and a leg, and which will be a silent and effective marketing tool.

Make the prospective customer feel comfortable and confident that he has come to the right place as soon as he comes through the door, or even before! Your surroundings should project an aura that says "success and competence" clearly and unmistakably.

### #13. Five-sense Marketing

There are five different senses to attract people's attention to your business. You know what I mean, the smell of a charbroiled hamburger just around lunchtime. A whiff of fresh brewed coffee in the morning, or the sound of music.



What I mean is that you are not limited to just getting visual attention for your business. Place a small all-weather speaker on the outside of your building and play music into the street to attract people as they walk by your store. If you own a clothing shop for teens, rock makes sense, if it's a chiropractic office, water sounds or oriental music would be far better. Whatever you choose, make sure that it sets a mood congruent with what you do. Also be sure to keep the volume at a level that does not offend the other shoppers or other tenants in your center. Just as on TV, where advertisers get your attention by honking a horn or ringing a doorbell, people will automatically give your business more attention if they hear soft music drifting out from it as they walk by.



## #14. Guest Passes

Guest passes and business cards are by far the most commonly used and most cost-effective ways to get business. In the dance business, health club business,

karate business, and a bunch of other service businesses, the guest pass is a common way to attract new business. If you are in a retail line, simply use the same concept but with a coupon offering a discount, or free bonus purchase. Give out guest passes to every single person you meet at every opportunity. It's simply a numbers game. The more guest passes you give out face to face, the more prospects you're going to get to call your business. I don't care if you give out a guest pass every single day to the same waitress in the same coffee shop. But I'm going to keep on doing it, and doing it, and doing it until she comes in or finally gives the guest passes to somebody else who does come in. It's amazing to me that despite the fact that everybody in business knows to give out guest passes, I'm frequently around the country with business owners eating in restaurants, buying Cokes at 7-Eleven, or buying coffee, and they almost never give out a guest pass. If you're within five miles of your business and you buy anything, from a paper to a postage stamp, give a guest pass to the person that you bought something from.

## #15. Business Cards

I've got some pretty sophisticated business cards made up now, but they're still relatively inexpensive. I have a





full-page little business card that looks like my book, “Making it Big in America.” It’s complete with my picture, chapter headings and ordering information, almost like a mini billboard. I give one to every single person I talk to. When I’m flying, I even insert my business card in the airline magazine as if it’s part of the magazine. You could do the same thing with your cards in the waiting room of a dentist’s office or a doctor’s office. Put your cards on bulletin boards, on tables at restaurants; and in addition to your tip if it’s a good one, leave a business card with a guest pass printed on the back. If you’re not going through 250 business cards each and every month, then you’re not using them to your maximum advantage.

### Getting an extra payoff

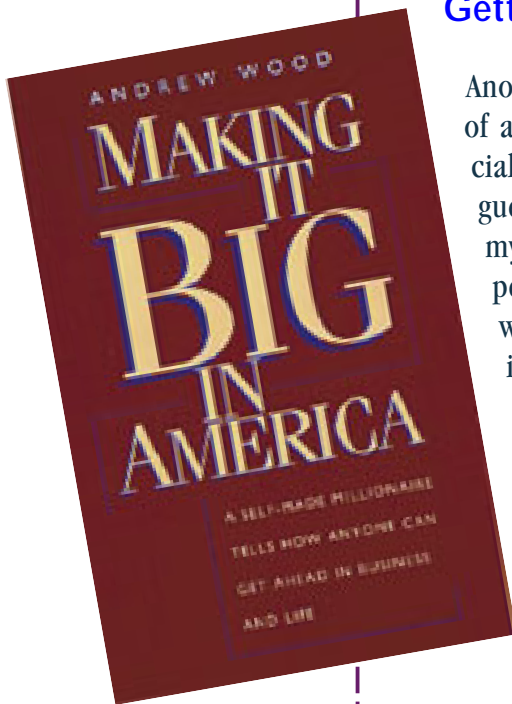
Another way I use my business cards, and this is kind of an interesting one, is when I pay my bills, especially the bills that are going out locally. I enclose a guest pass, coupon or business card in my bill with my check. Imagine what a surprise it must be for people to receive a coupon or guest pass in the mail when opening a bill payment. It’s a simple idea and it costs almost nothing to get your name out to a bunch of people every single day.

All you have to do to make this pay off for you is to simply have the self-discipline to develop the habit of giving the business cards out every single day. Since you are already paying for a stamp, you have nothing to lose.

### Getting clients in on the act

Another great way to expand the power of business cards and guest passes is to make up business cards for your clients. Originally, I just did this for my Black Belt students. I had their names put on a business card, which is also a great way to make them feel important.

Then I thought I’d do this for everyone. I had my printer make up several thousand blank business cards with the school’s logo, address and phone number on it, along with the words “**Black Belt in Training**.” Every time a new student came into the school, I would call up my printer and have him print up 100 “**Black Belt in Training**” business cards. On the back there was a guest pass. This will put a big



smile on any seven-year-old's face when they're handed their business cards with **"Black Belt in Training"** on it. Within the first month, several kids had come back and needed more cards because they'd handed them all out to their friends at school. This was one of the simplest ideas that I ever had and I know it could be adapted to work in other fields, think about it!

## #16. On-hold Marketing

Since in today's world of cost cutting, and less and less staff, getting put on hold is simply a part of business life for today's consumers. A simple, effective and low-cost way to market your upcoming events or ongoing specials is to have an on-hold message that continually repeats. On-hold machines can be picked up very inexpensively at Radio Shack. Then you simply insert a regular cassette tape, which should be changed on a weekly, maybe even daily, basis depending on what information you have on upcoming events, specials, etc. This is an excellent way to pre-frame customers, to give them the special message you want to, and to increase response to your events. If you add a little humor, it's also a way to keep them entertained and therefore less irritated at being put on hold.



## #17. Open Longer Hours

Here's a simple tip that will give you a big edge on your competition and help you attract additional business. Open longer hours. In today's world when people want it, they want it now! In a retail location open at least from 9:00 a.m. in the morning until 9:00 p.m. in the evening. If you do nothing but this, I guarantee you extra business.

If this isn't a possibility, or you have a life outside of your business, take advantage of the latest technology. Have your calls forwarded from 7:00 a.m. until 10:00 p.m., or anytime you're not at the business, to a cellular phone. By answering your telephone more often, you are instantly going to increase the number of prospects you talk to and the amount of sales you make.



Answer machines are no substitute for answering the phone yourself. The businessman of the 21st century has a cell phone as his secret weapon. As simple as it sounds, answering the phone more often does give you more business.

Make the most of this benefit by exploiting this advantage and letting prospects and customers know about your extra service.

## Conquering Your Market By Attracting Attention

Choose a great name even if it means changing yours; tough, I know, but it will be one of the most important and best marketing decisions you have ever made.

Design a logo that says it all at a glance for all the same reasons. Make your sign big and bold, the bigger and bolder the better. Use portable signs, car signs, lights, and props to attract additional attention to your location.

Use your windows to attract attention even if you're not in retail, and change your displays often. Dress your business up so it stands out, paint it, add trees or flowers, tidy it up and make it shine.

Use all five senses to draw people into your location.

Give business cards, guest passes, coupons and gift certificates to everyone and anyone all the time. The more you get out, the more you get back!

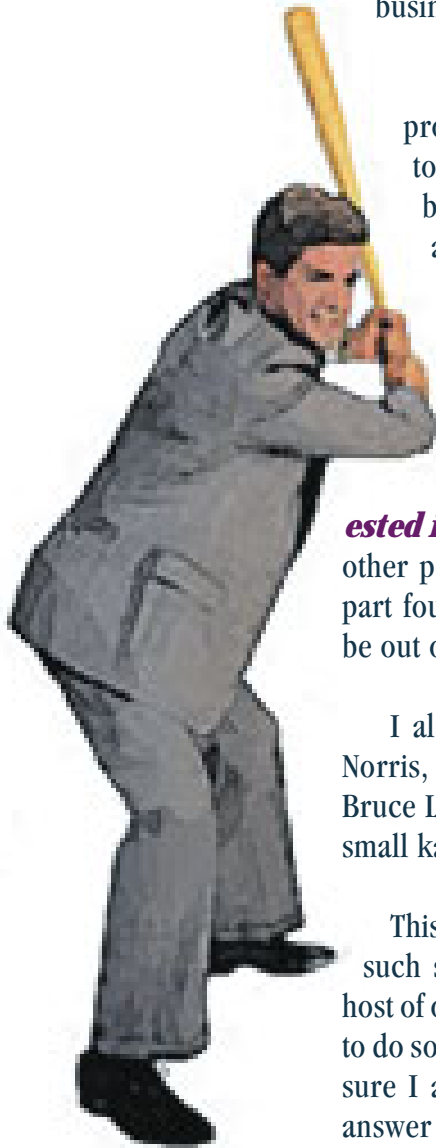
Market on-hold messages by offering specials and giving information on upcoming events.

Last but not least, open longer hours, be available when your competitors are not, and sure as night comes to day you will attract more business!

I encourage you to get out there and attract attention for that wonderful business you own that the world should discover!



## 7 • Taking Your Business To The World



*The great majority of small businesses fail because they have graduated from what I call in my seminars, “The Field of Dreams Business School.”*

This concept is, of course, taken from the hit movie “Field of Dreams.” In the movie, the hero, played by Kevin Costner, is told repeatedly in a dream that if he builds a baseball park in the middle of his Kansas cornfield, a bunch of long-dead baseball players will show up and play. Many small business owners must have the same dream, with those haunting words ringing in their ears each morning as they wake, **“Build it and they will come.”** Unfortunately for most small business owners, they build, but people don’t always come.

In many businesses, owners passionate about their product or service are sure that people will beat a path to their door. There may have been a time when, if you built a better mousetrap, people would indeed have beat a path, but unfortunately it ended a long time before you and I had to make a living. I remember in one seminar I did for karate school owners that when I asked a group how they intended to increase business, one instructor actually told me... “I’m **waiting for another ‘Karate Kid’ movie to come out so that people would get interested in taking Martial Arts again.**” Talk about letting other people control your destiny! They had already filmed part four, and part five never came, so I suppose he must be out of business by now!

I also liked to point out at these seminars that Chuck Norris, by far the best known Martial Arts instructor since Bruce Lee, went broke three different times while running a small karate school.

This was at a time when he was world champion and taught such stars as Steve McQueen, The Osmond family, and a host of other Hollywood stars. A few years ago I got the chance to do some marketing work for him, and although I was pretty sure I already knew the answer, I asked him about it. His answer was this: **“Andrew, at the time I was World Karate Champion, I thought that everyone else wanted to be World Karate Champion and that they would seek me out for training. Not only did very few people seek me out, but those who did I drove away by making them train as hard as I trained. Instead of producing champions I went broke three times.”**



**When business  
won't come to  
you, you must be  
proactive and  
go to it!**

Don't wait for your personal Waterloo before you wake up to the truth that others before you have already learned at great cost. When business won't come to you, you must be proactive and go to it!

## **Car Wash**

I was sitting at my local car wash one Saturday morning with absolutely nothing to do except be amazed at the number of people there. I sought out the manager who told me that over 1,000 people would visit on an average weekend. Since they had nothing to do for 15 to 20 minutes, I asked him whether I could set up a booth in front of the office and give out free promo items for my karate school. He immediately agreed. With a captive audience seeking something to do, or at least someone to talk with, we never once left the car wash without signing up a new student. Simple, yet effective!

**Computer stores; how about setting up some video games?**

**Chiropractors; what about 15-minute massages?**

**Teenagers; how about setting up a shoe shine? At \$5 a pair and five minutes a client, that's \$60 an hour. That beats working in a fast food joint for minimum wage!**

**Doctors could take blood pressure, nutritionists could offer advice, clothes shops could give a free color analysis, garden centers could provide seasonal growing ideas.**

Once again the possibilities are endless. Where could you locate a table in your community that would put you in front of hundreds of people with not much to do except explore your information? In my case it cost nothing, but even if the owner wants something for letting you set up shop there, the cost could well be worth the effort. After all, when was the last time you got 1,000 people walking through your front day on a Saturday?





## Action Marketing

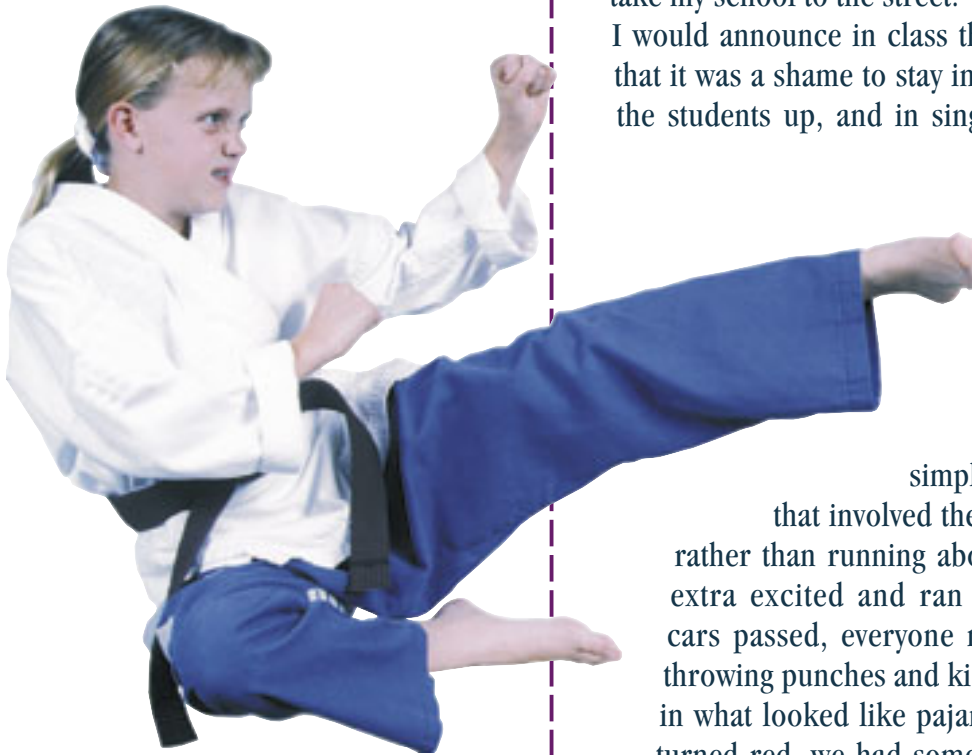
Another simple idea that probably got me more leads than any other form of marketing was Irvine Center Drive. Irvine Center Drive was the main north-south route in the city and it passed just 100 yards from the front door of my second karate school. Over 40,000 cars a day passed up and down, and many of them had to stop at a traffic light right outside my center.

This would have been wonderful if they could have seen my school from the street. But they couldn't. So I had to take my school to the street. During the summer months I would announce in class that it was such a lovely day that it was a shame to stay inside. With that, we lined all the students up, and in single file being very attentive

if there were small children, to march them over to a strip of grass that faced the highway. It was set back from the street, so it was safe. But to be extra sure, we just kept the moves to very

simple, basic kicks and punches

that involved the students standing in a line rather than running about, just so that no one got extra excited and ran out into the road. As the cars passed, everyone noticed 30 screaming kids throwing punches and kicks, and having a great time in what looked like pajamas. When the traffic lights turned red, we had some very, very attentive people looking over at what we were doing. It was a great way to let people know that we were located in the center, and an even better way to get parents thinking about getting themselves or their children involved in the martial arts. I usually would work the class out on the grass for only about five or 10 minutes and then took them back inside. That way it seemed more special, more like a treat instead of a chore, to go outside and punch and kick. The simple act of letting my students be seen brought in more business than any form of paid marketing I ever did at the school. If you have a dress shop, you could arrange for fashion parades around the mall or your center. This type of activity can be transferred to a variety of business with a little creativity. All you have to do is match your demographic to a particular crowd of people.



## Demo Days

Golf courses and golf club manufacturers frequently make use of demo days, sometimes called “range days,” where they show up early in the morning at a practice range and allow golfers to hit any club they wish for as long as they like.



While a golfer might occasionally pick up a new club off the rack in the pro shop and ask to hit it, at a demo day just about every single player will try three or four different clubs, if not all of them. I have bought clubs several times in this manner. Usually if the manufacturer holds the event, the manufacturer will send all sales through the pro shop so that the host professional makes his standard markup less maybe 10 or 20% as a same-day purchase incentive, which is always made up for with increased revenue and impulse purchases. If the club itself sets up the event out of inventory, then they write their own ticket. The benefit of inviting the manufacturer to participate in such an event is the huge increase in inventory, giving players choices in equipment they may never see in the shop throughout the year.

Car dealers use much the same principle when you see them holding tent sales at local malls or football stadiums. The people are there already, so why not move the cars off the lot and down to where the people are? Suppose you read in the newspaper about a dealership’s parking lot sale next weekend, why not get your mobile detailing service down there and offer free cars washes? Let the dealer know it will keep his prospects there longer. For a furniture store event, why not get your carpet business or wallpaper business down there!

Stress coping leads, offering a percentage of your sales, or added value for their customers. By creating a win, win situation at these events, you can gain a huge number of leads for next to nothing!

***Who could you coattail an event with?***

***Where do people gather in your community?***

***What manufacturers could you get to participate in such an event, and where would you hold it to guarantee traffic?***



How about those pumpkin patches in the fall, or Christmas tree lots in the winter; they create lots of traffic! Church bazaars, school fairs, street parties, health expo's, parking lot sales and more.

## Swap Meet Marketing

Swap meets offer an exiting and low-cost way to generate sales, build your mailing list and increase traffic at your retail location. Swap meets have been growing in popularity over the last 10 years and attract hundreds of thousands of people every weekend. At your stall in the swap meet, you can do several things to help build your business.



First, you can display and sell whatever it is you happen to be selling. While the rule of thumb might be to display only your lower cost items, there are more and more upscale swap meets springing up around the country. In Newport Beach, California the swap meet we used to attend sold everything from dollar toys and cowboy hats to fine art in the thousands-of-dollars range. On site they had chiropractors, doctors and attorneys, in fact they had everything! It really doesn't matter what you're selling; if there are enough people attending someone will want or need what you have to offer, it's the law of large numbers!

The second reason to attend such events is to distribute your literature to prospective clients and to direct clients to your retail store. Let's say you own a large furniture shop just outside of town and that it's open on weekends and a couple of miles down the street from the swap meet. For a couple of hundred dollars you can get a stall at the swap meet. A place where you know hundreds, perhaps thousands of people are going to be out and about, and can direct them with your coupons and flyers to the wonderful sale they should visit at your store right after they finish at the swap meet! That's the type of proactive approach you need to take if you are to conquer your market.

### Attracting attention for your booth

Just as you are being proactive in taking your company to the swap meet to acquire new clients and leads, you must also be proactive once you are there to do something to attract attention and traffic to your booth.



You know what I mean, something like the little guy you see flashing cutting knives and churning out those rose shaped tomatoes. A golf store could offer a driving net and free lessons or a readout from one of those computer-aided devices. In the Martial Arts business, we used to flash some weapons or break some boards to attract a crowd. Girls in swimsuits never seem to fail in attracting attention for a T-shirt, sun glasses, or swimwear location. Obviously you must use something that's in keeping with your particular product or service. But remember, the more attention you attract, the greater your return on investment will be!

### Building a mailing list

The third and one of the most important reasons to attend swap meets is to build your mailing list. Once the attention has been attracted, don't lose the momentum, get someone working the crowd to gather names and addresses of prospective clients. Have people fill in their name, address and phone number to win a free gift or a month of your services. Offer a free gift for filling in a short survey with a few key questions to qualify your leads, and save time and money on your follow up. Use your lead boxes at the swap meets, and invite the crowd to enter a free drawing with a grand prize! This is a very, very proactive way to meet people and generate leads. Best of all, if you take the right selection of merchandise there, you can usually pay for the rental of your booth by selling whatever you have on display.



### Mall Marketing

This next idea is an upscale version of the previous one, and it can be used at Christmas. 90% of all retail shopping is done between Thanksgiving and Christmas day. Great, if you are located in a mall, not so great if you are a service business or are not located in the mall, but I have a solution for you. At that time of the year, where do all the people go? They go to the malls, right? Now, obviously most people can't afford to go out and rent retail space in a major mall.

What you can do is go in and rent one of those little handcarts that they put in the middle of the mall walkway. That way you get all the traffic at a fraction of the price and with no long-term commitment. On the handcart, you can load it up with video brochures, with information kits, and with booklets. Load it up with your audio brochures, flyers, gift





certificates and promo items. Put a TV and play your promo video, have lots and lots of giveaways; water bottles, pens, T-shirts, key rings, or whatever makes sense in your business. Have a special Christmas package that includes a gift-wrapped product or ornate gift certificates. Hand out surveys, take names, have drawings.

If the mall will allow you, attract attention by doing the same thing as you would at any other demo. Try to be interactive, let people participate somehow with you or your product. I've seen chiropractors doing mini massages, computer stores setting up video games, and toy stores with remote control cars. In the karate business we invited people to punch a foam shield and get an electronic readout of their power! Whatever you do, have a little bit of fun. The carts typically cost around \$1,000. But you can easily generate 200 or 300 quality leads from this type of activity. Be proactive, get out there, get in front of people. Get their name, get their phone number, and follow up.



## Throw A Party

Every year in January the PGA of America holds the biggest golf show in the world in Orlando, Florida. In order to be eligible to exhibit you have to actually manufacture a product. This stipulation is a requirement that keeps large off-course retailers out of the show. Nonetheless, the place to be in on the eve of the show is at the Edwin Watts party. Edwin Watts is an off-course golf retailer so he can't exhibit at the show. Instead he gets the show to come to him in a luxury hotel suite just down the street at a fraction of the cost it would set him back for a full-fledged booth and exhibit at the show! A brilliant example of how to conquer your market without even setting foot on the battlefield!

In the Martial Arts business we always held a Christmas party for our clients and invited them to bring as many friends as they liked. In fact, we gave prizes for the client who brought the most friends. The friends, of course, left with brochures, gift certificates and various promotional items. It never failed to generate a substantial amount of new business.

Book stores can generate substantially extra traffic with a new book party or a book signing by a celebrity. Recently, I





**The key thing  
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of their events.**

I have had party invitations from the local Ferrari dealer, a jewelry manufacturer and a high-end clothes shop. Each invited me to come and preview the latest models or lines and enjoy a party.

Everyone loves a party. All you have to do is plan it well in advance and create a captivating reason to attend! Make sure that all of your guests sign in at the front door so you know who came and who to follow up with!

## Community Marketing

Join the Chamber of Commerce in your town. It's an absolute must for business success. The Chamber of Commerce is set up for one purpose, and one purpose alone.

That is to network with other business owners for the purpose of increasing business for everyone. The most useful part of being part of the Chamber is the monthly mixers where you get together to meet other business owners over breakfast or over cocktails. This is the quickest and easiest way to develop friendships and opportunities for co-op advertising, marketing and lead boxes. This is where you come face to face with big and small time operators in your community.

Being involved in possibly speaking at the meetings, you can educate others as to the benefits of your particular service and develop personal relationships which you can leverage in different places. The key thing with the Chamber is you have to be active and supportive of their events. Many business owner I know join the Chamber of Commerce, go to one meeting, and get busy and never goback. The Chamber doesn't work if you don't work it. If you don't have the time to go yourself, designate an assistant to show up at every single meeting, pass out business cards, meet new people and create opportunities for you!

## Lead Boxes

If you don't have at least 10 lead boxes in circulation, then you could be really missing the boat. A lead box program is certainly not a new invention, but rather a refinement of many years of trial and error. The original lead boxes were put out by health clubs in the early 50's.



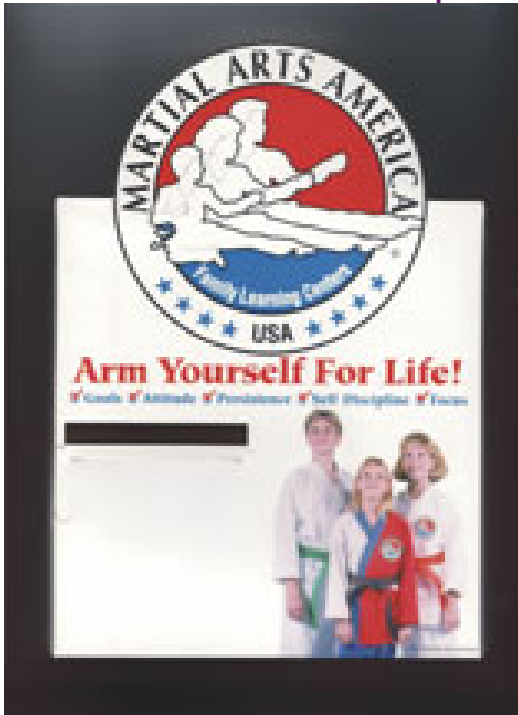
The object of a lead box program, of course, is to get people to put their name, address and phone number in your lead box, with the intent of winning a prize. Once the names and addresses are put in the box, you carry out the function you promised by following up and offering the prospect a free coupon or a prize with the object of getting the prospect to become a permanent client in your business. This is why it's called a lead box; it provides you with sales leads.

In many businesses lead boxes are the most cost-effective form of advertising available. You will get an endless supply of prospects who are interested in buying a new computer, winning a cruise, taking dance lessons or driving a new car. No other media can pay for itself over and over again like lead boxes. We all know that TV, radio, newspapers, coupons, yellow page advertising, and everything else can be very effective, but lead boxes can be even more effective if they're followed up, on a consistent basis.

Some of the important things to consider about using a lead box program:

- **First, it's an incredibly low-cost source of new prospective clients.**
- **Second, your lead boxes will act as mini-billboards everywhere they're placed to increase your public exposure.**
- **Third, lead boxes give you something to do during the slow times. It's a great way to start new sales people and it forces your sales people to actually follow up and get on the phone.**
- **Finally, lead boxes can create lots of new clients and referrals.**

Of course, lead boxes don't work if you don't work them. Lead boxes must be serviced constantly or they will deteriorate quickly. Often, you'll find when you go to visit your lead box that the pen has disappeared, or there are no little slips to put in your lead box. Sometimes you'll find graffiti drawn on your lead box, and other things that can affect your business negatively. That's why it's very, very important to service your boxes on a weekly basis. Have someone go to the

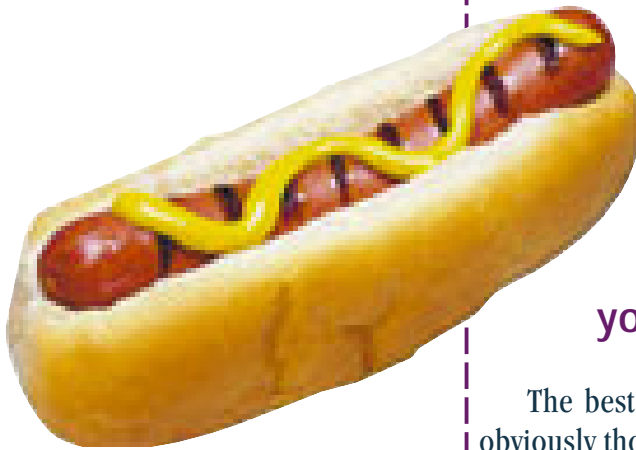


location and check that the box has not been defaced or that somebody else didn't put their stickers all over it, or something else that makes your business look bad.

Often when you service your boxes you will find that Mickey Mouse, Donald Duck and a host of other assorted characters have put their name in your lead box. Don't let this discourage you. You will find that approximately one to two names out of every 10 are real prospects with a real interest in your business and all you have to do is play the numbers. The more boxes you have, the more locations they're in, and the more leads you get, the more chance you have of filling up your business from lead boxes.

***Here are a few ideas on how to place your lead boxes in as many locations as possible...***

- **First, start by asking all of your existing clients who have their own business if they would mind putting a box in their place of business.**
- **Second, go to all your friends that you know that have managerial positions or own their own business.**
- **Third, ask different fast food and service locations in your existing mall.**
- **Fourth, go further afield to additional malls and places that you typically frequent yourself and buy products or services from.**



These should make the easiest targets. Since you are supporting their businesses with your money, they should be a little more receptive to supporting your business by placing a lead box in their place of business.

**Where should you put your boxes?**

The best type of businesses to put your lead boxes are obviously those businesses that attract the most traffic. Video stores, pizza parlors, fast food restaurants, hair dressers, liquor stores. Anything you can think of that has a lot of people coming in and out is a perfect place to put your lead boxes. Once the boxes are in place, the next key thing is when and where and how to empty your lead box and then follow up.



We suggest that you empty your lead boxes on a weekly basis. Make sure you don't interfere with the flow of business at the location your lead box is at. Simply walk in and replace your existing lead box with a new lead box. That is the quickest and easiest way to go in, get your leads, walk back out, and be sure that the new lead box is a good reflection of your business.

While it's illegal for another others to steal your lead boxes or your leads, it's a good idea to put a dummy names and addresses and phone number in your lead box. Not only does this encourage other people to put leads in your lead box, if its one of the clear type where they can see them, but it's also a great way to trap someone who's working against you by stealing your leads.



Once you've gathered all of your leads together, you'll want to enter them into your computer system for easy follow-up and tracking. The next thing to do is to mail-merge the letters so that every one of them is personalized. The letter you send out will announce to the prospect that they have won something; a free week of dance lessons, a free eye exam, a free mouse pad or whatever promo item makes sense for your business.

The key is that while only one person wins the grand prize, everyone who actually enters wins something! Once you've mailed out the letters, wait about 48 hours before you start calling. You will find that maybe one out of 10 of the letters will hit a hot prospect and they will call you. For the rest, you must initiate an outbound telemarketing campaign to follow up on the letters and make sure you don't miss a single prospect.

## Follow up with telemarketing

The real success of your lead box program, and the reason why so few businesses really use lead boxes effectively, is because a great deal depends on having a competent telemarketing follow-up. If you have a bright and cheerful, enthusiastic and excited person following up on your lead boxes, you're going to have great response. If you have someone who's uncomfortable, if you have someone who doesn't like to sell, if you have someone who sounds monotone or boring, you're going to find your lead box campaign just died.



Telephone sales is a social interaction between two people. The social skills you have developed in other areas will support you when you're speaking with customers over the telephone. You should move through the call quickly with enthusiasm and confidence. Any hesitancy in your voice will be picked up by your prospect and will dramatically affect your ability to control the call. Voice tone is critical to the success of the interaction because you cannot see your prospect and they cannot see you. They will pick up from your voice clues as how to respond to what you are saying. A hesitant voice lacks commitment and lacks confidence

Experts tell us that we have less than 15 seconds to capture the attention and interest of the person we are calling. The telephone is a very interruptive medium and therefore, it is crucial that we immediately identify who we are, why we are calling and the potential benefit to the person for taking the call. This information must be presented in a clear, concise and timely manner. The quality of your voice pitch, inflection and tone are critical, as are how understandable you are, how fast you speak, and of course, your enunciation.



*A sample script might go something like this...*

**"Good evening. This is Andrew Wood calling from Martial Arts America to let John Jones know that he's won a free week of lessons through one of our registration box drawings. Is this John I'm speaking to?"**

**"Yes it is."**

**"Great! John, as I mentioned, you've won a free exciting week of Martial Arts classes and I'd like to go ahead and pick a convenient time for you to come down and try the class. We have classes six days a week, morning, noon and evening. How would 6:00 p.m. on Thursday work, or would 7:00 p.m. on Friday be better?"**





The prospect tells you which time is better, you schedule him for the class. Make sure he understands where you're located and invite him to bring a friend if he wishes. Reconfirm the time and the location; let the prospect know you're going to be glad to see him when he comes in and that he should ask for you personally; then hang up. The less time you spend on the phone, the more excited you are about him winning, the less questions they will ask and the more chance you will have of them showing up for the trial lesson, which of course, can be turned into a long term program.

This method can be used by just about any business. Lead boxes work; the key is that you have to work the lead boxes. But make sure you have a minimum of 10 out there in the field and you will find that they guarantee a host of new leads every month.

## Merchant Program

This little merchant program was dreamed up by my wife and was designed as a cooperative program between existing merchants in the area and Martial Arts America students, but it could easily be applied to a host of other businesses.

Since everybody at Martial Arts America has a membership card, a plastic credit card style card, we thought why not get the other merchants in the area to recognize Martial Arts America students and provide them with discounts on their products and services?



We printed up small decals that have the Martial Arts America logo on them. Underneath the logo it says, "*Martial Arts America Members Welcome Here.*" We went around to the different merchants, starting out in our own plaza, then going much further afield asking them if they would be interested in increasing traffic in their business by participating in our Merchant program. We went on to explain that if the merchant will put the little window decal on their front door or in a prominent place on the window, we will mention their name in our monthly newsletter and encourage our students to go to their businesses.

To make the program really work, we suggest that the merchant make a small token gesture to recognize the Martial Arts America student. For example, a



pizza place might give a 10% discount, an ice cream place might give free sprinkles, a hair cutting place might give a 5% discount, or whatever it is. So far we've had tremendous response to this program. We walked in and basically said to the manager, ***"We've got 200 - 300 students. We'd like to send them to your business. If you'd like to give them a small token of your appreciation, we will promote your business for you, which of course is a real win, win situation."***



The students, get a discount or something free. The merchants get additional traffic; and of course, we build extra value into our membership for us. On top of that we also get increased exposure in the community. Once you walk into these businesses, you can't help but notice that Martial Arts America logo. And we have these little stickers in windows of 50 or 60 shops all over town. So that logo really gets out there and is promoted by different merchants in the area. Video stores, preschools, sports clubs, health clubs, dance schools, gymnastic centers, and just about any business with a recurring clientele can benefit from some form of this merchant arrangement.

***Put on your thinking cap and figure out how to make it work for you!***

## Proactive Marketing

There will be many times in your business life when all of a sudden business just dries up. When it happens those businesses that wait for the rain to come will fail. Those that go out and find customers will conquer their markets!

There are many ways to be proactive in uncovering new business. The first of these it simply to figure out where people in your community congregate. The car wash, the flea market and the mall all offer interesting opportunities for gaining more business.

Throw a party to attract people to your business or coattail on an event being hosted by another business.

Join the Chamber of Commerce and be it's most active member.



Put your lead boxes all over town to gather leads on an ongoing basis. Then follow up with telemarketing to increase your conversion rate.

Consider starting a merchant marketing program with other merchants in your area to refer business and co-promote non competing business among your group.

The real key to conquering your market in any business is simple; initiate positive and ongoing action to market yourself.

End every day by asking this simple question, ***“What specific actions did I take today to increase my visibility, generate leads and create future sales?”***

If you can answer this question positively each and every day, you can be sure you are on the path to greater business success! When you build it, they really will come!



## 8• Give Away Marketing

*The last thing most of us want to do is give away our product or service, after all we have enough people trying to beat us down on price with out giving more stuff away — or do we?*

The answer to this question depends entirely on what, where, and when you choose to give your products or services away. In some cases there is simply no better way to get new business than to give it away. Giving away your product or offering free information, samples, or demonstrations removes the greatest fear of all buyers, the fear of making a mistake, of investing in something that does not meet their expectations. By removing this fear, the largest stumbling block in all sales situations, you can go a long way to massively increasing your business.

### Gift Certificates

Gift certificates are one of those tried and tested ideas that we sometimes forget about as a marketing tool. Sure, you use them at Christmas, but what about the rest of the year? Here are a couple of excellent ways to put a different twist on using gift certificates, and enjoy the extra income all year long, by giving them away rather than actually selling them to your customers.

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### Getting Other Stores To Attract New Clients For You

The first step is to seek out compatible stores for your particular business. A golf pro working at a driving range might target local golf shops. In the karate business we targeted party stores, toy shops, pizza parlors and other places where kids and families hung out. A clothing store might target a shoe shop or a dry cleaner. A service station might target an auto parts store. Who you choose will depend on your demographics and your product or service. How many gift certificates you give the store is entirely up to you, because the purpose is to get your gift certificates in the hands of prospective clients who meet your basic demographic profile. Now, the gift certificates should be high-end, Professional-looking gift certificates. Ones that look like they are valuable and not some second rate photocopied coupon.

## How To Solicit Other Businesses To Your Aid

Find the person in charge of your target business and tell them this. ***“How would you like to provide your best clients with an extra bonus of ‘X’ amount of dollars for every purchase they make, of say over \$100?”*** Then, you can either wait for his response or let the person know at once that you’re not trying to sell him anything, just offering him a win-win business promotion.

Once he agrees to the concept of providing his best clients with additional value at no cost, you can offer him as many gift certificates as you wish.

Make sure that the merchant understands this is a no strings-attached offer, for him and his clients, and you will more often than not meet with success.

Let’s say you own a dry cleaning store. How about going to all the dress shops and men’s stores within three miles of your business and giving each of them 20 free \$10 gift certificates that they can give away as a value-added service for any client who spends over \$200? How many of them do you think are going to turn down that offer? No one with a brain, anyway.

Now, how many new faces will that bring into your store? Plenty! Then it’s up to you to treat them right and turn them into full-fledged customers.

Chiropractors could give gift certificates to local health clubs, golf clubs and tennis clubs.

Dentists could give a free checkup certificate to local preschools and so on, the possibilities are limited only by your imagination.

The key is to remember that this is not merely a discount coupon, but an actual gift certificate that is being added to a sale in recognition of a substantial purchase, or because that person has been a loyal client.

This creates a huge perceived difference in whether or not the certificate is actually redeemed.







## What about the cost?

If the thought of giving product or service away bothers you, look at it this way. If you run a full-page ad in your local Pennysaver or coupon mailer, it's going to cost you \$500 to \$600, and there's no guarantee of any new business. If you give away sixty, ten-dollar gift certificates to your dry cleaner, you are virtually assured of getting new business. What's more, it only costs you ten dollars for the certificates that actually come back! Let's say that half the certificates are redeemed by people who are already customers and half are not. That means it costs you \$20 per new customer, which is not a bad cost over the lifetime of a typical customer in most businesses. Think of this type of program as an alternative to advertising with far better results, since you only pay for the leads you actually get!

## Use Your Gift Certificates To Get On The Air

You can even use gift certificates to get free publicity on radio and TV. Probably in your town, just like in mine, radio stations send out vans to the beach, to high school and other major sporting events, concerts, etc. Everytime they're out and about, they're giving away free stuff. Free T-shirts, free headbands, free CD's.

Why not free gift certificates? We worked out a deal with a local radio station to give out gift certificates and to mention our business on the air. This is a great win-win. They give their listeners more value and we get more prospects in the door.

## Use Gift Certificates At Charity Events

You can also use your certificates to give away at game shows, at raffles, and charity auctions. I used to give ten, one-month gift certificates to every single charity function in the area, either for their silent auction or to be sold later by somebody else. Get those gift certificates out in the community, and you will quickly find that it's an excellent way, not only to build your name, but also to build value. What you put on your certificate will be entirely up to you. Obviously, if you are in retail the amount would be smaller than a service-based business, but the key is to put just enough value on the certificate to create a positive response.



## Friends & Family

Another way to distribute gift certificates is to get your existing clients to distribute them to their friends and family. Every Christmas we used to send all the students in my karate schools two free \$80 gift certificates, the price of a month's lessons.

Along with the cards was a letter letting them know that the gift certificates could be passed along to friends as a gift and would be treated as such when their friends arrived at the school. The letter also pointed out that the certificates were only redeemable for lessons and that they could not be used by existing students. Sometimes the students asked if the certificates could be used by another person in their family, which we of course allowed, because after a month they became regular paying clients.



## Giving Your Knowledge Away

If you are in a service business, giving away your expertise can be one of the most valuable ways to generate business there is, although the payoff isn't always immediately apparent. In the advertising business, I attract a lot of business to my agency by continually offering a free evaluation of any ad, brochure or direct-mail piece before it is printed, thereby potentially saving clients thousands of wasted dollars from pieces that were clearly going to be ineffective. On occasion people took advantage of this service to have others perform the corrections. At other times people would simply ignore my advice and plunge ahead, wasting their precious resources for nothing. For the most part though, the results were very favorable and productive. Once I had pointed out key problems in layout or copy, the prospective client would usually start to understand that what you don't know can kill you!

Rather than risk wasting a large amount of money, they were more than glad to spend a little extra on my services and get it right!

As a marketing consultant I very often give twenty or thirty minutes of very valuable information to prospective clients over the phone. Not just vague ideas, or ***"I could tell you this if you would hire me"*** type stuff, but real



information that could be used immediately to improve their situation. I found that over time almost every one of these people would come back to me and hire me or buy some of my products.

In the Martial Arts business, health club business, dance school business, and a host of other service-based businesses, including golf and tennis clubs, prospective members will very often be given a week or more of membership for free just so the prospect can try out the product first. Free has very little risk associated with it and can be a great way to increase business. What could you give away to attract additional clients?

## Giving Away Your Expertise To 1000's

Giving away your knowledge is not limited to just a one-on-one situation with a potential client. You can also make excellent use of the media to let prospective customers know about your expertise and your business.

**Giving away your knowledge is not limited to just a one-on-one situation with a potential client.**

### Newspapers

Very often the local papers are understaffed, underpaid and overworked. That gives you a great opportunity. If you can produce a good-quality article on your topic of expertise, whether that's using the right-colored makeup or choosing a great used car, you have a tremendous opportunity to be published in your local paper.

That's provided that it's the right length, on disk, along with a photograph, and you send it in. It has a good chance of being published because it's one less story the editor has to write, research, and take a picture of himself. It saves the editor time, money and effort. I know of several astute business owners in a variety of fields, all of whom have weekly or monthly columns in their local newspaper. There is no reason why you can't write up a good 400 or 700 word column every single week for your local paper. If you don't have a lot of writing skill yourself, you have a couple of options:

**A. Have a college student or friend who has the writing skill work with you on it...**

*or...*

**B. Hire a ghost writer to do the work for you, there are plenty in the yellow pages.**

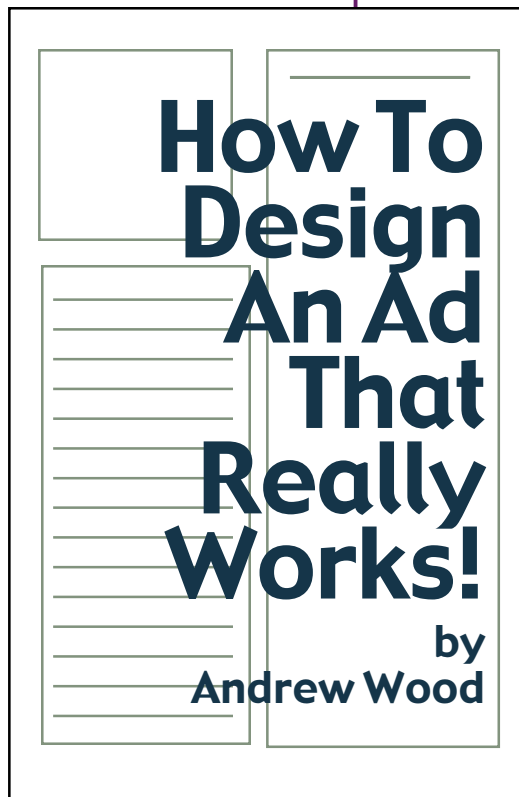


If you put together a series of articles and then have them professionally edited on disk together with good quality photographs, you have a great start!

Call up the editor of your local paper and make the proposition that you'd like to be his resident garden care, computer or personal development columnist, and more often than not you'll get a very positive response. I have friends and clients who are attorneys, doctors, mechanics, golf pros, karate instructors, dieticians, real estate agents, mortgage brokers, flower store owners, and makeup consultants who all use this approach to their advantage.

All you need is an angle people are going to be interested in. Consider what you would have to pay for the same amount of ad space. Having your column in the local paper can be worth \$500-\$600 a week, not to mention that what people read in the local newspaper is approximately 10 times more powerful than what they see in an ad. Keep your articles factual, interesting and informative. Let the byline at the end explain who you are and what you do.

All it takes to make this happen is the effort to put together a series of articles and follow up with your local editor to get them in.



## Booklets

One of the simplest and quickest ways to get in print and give away your expertise is to write a short booklet on your specific field. Have a graphics house design a nice layout, print it up and give it away to anyone who will take one. My first attempt at this was a simple five-page effort, photocopied, folded in half and stapled in the middle. It made a nice little twenty-page booklet and was titled, ***How To Design An Ad that Really Works.*** After sending it to The LA Times every year for four years in a row, they published a nice little story on how small business owners could get the booklet for free to help them with their ads. That story alone brought in over \$25,000 in business and made a nice addition to my press kit. I have used this tactic many times in many different fields. Sometimes I write them for my clients, other times I have people write them for me.



They always make a big impression on people and help build your reputation.

**If you are a golf pro, write a booklet on 10 ways to stop a slice.**

**If you are a chiropractor, write about the 12 ways to avoid back trouble.**

**If you are an attorney, write a booklet on what to do if you are involved in an accident.**

**If you are a big corporation, as many of my clients are, you can use this tactic to show your clients you care about them.**

One of the major insurance companies I worked with published a whole series of booklets to help their clients improve their business. None had anything to do with insurance, all had something to do with building the company's reputation as an insurance carrier that cared about the success of their clients.

### **How to design an information booklet**

When designing an information booklet I like to follow a simple formula that builds credibility, increases trust and enhances reputation.

First, make the cover as attractive as possible and always offer a clear and simple headline that jumps out at the readers and grabs their attention.

#### **Examples:**

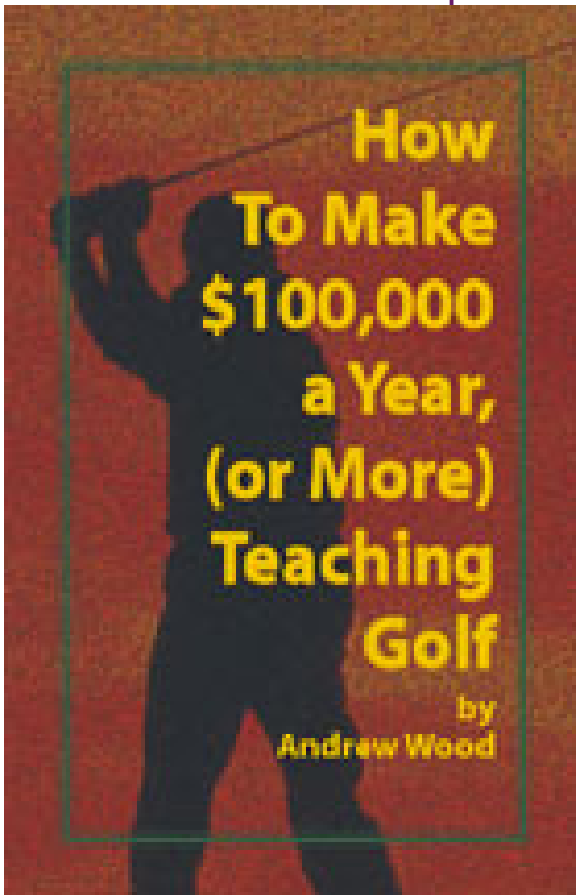
***"How to dress & look great for under \$100."***

***"12 things you must know before buying a vacation home."***

***"19 ways to spot fraud in your business."***

***"7 important questions before buying a used car."***

***"14 way to avoid back trouble."***





Once inside, use the first page for an introduction to the topic. Tell them what you are going to tell them with clear, concise and simple information. Keep the copy informative, do not make a sales pitch for your company, product or service. Instead, present only the facts. At the end of the booklet sum up all that you have said by briefly telling them again what you have told them.

Then, most importantly of all, advise them what the next step should be, tell them what to do. You will, of course, make sure that what you suggest they do at least gives you a chance of talking to them. For example...

***“Before having plastic surgery, call 3 doctors and ask the following 10 questions...”***

Now, if you are the most experienced surgeon in the area you might make one of the questions, ***“Does the surgeon have experience”*** (then, in brackets put ***[500 or more successful operations]***)

Based on what you know about two competing surgeons this may qualify you as the only logical choice without jumping up and shouting, **CALL ME, CALL ME, CALL ME!**

In the Martial Arts business we used this technique time and time again with great effect in booklets like...

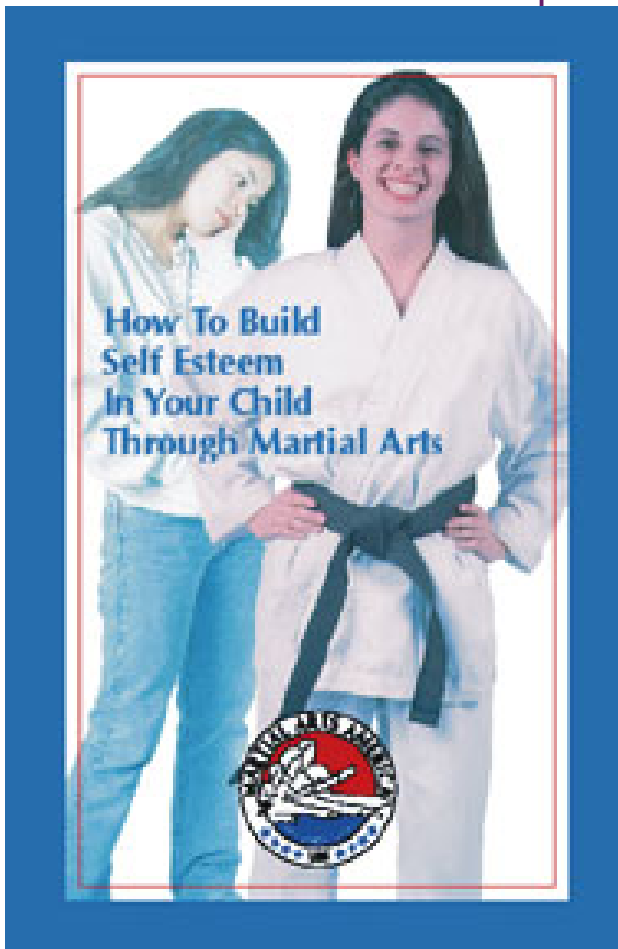
***“How To Build Self Esteem In Your Child Through Martial Arts”***

***“Staying Fit & Healthy Through Martial Arts”***

***“Building Your Child’s Confidence Through Karate”***

As a qualifying question we always told the reader to ask the Martial Arts school they were considering if it had a written curriculum that taught lifeskills as well as Martial Arts. Since we were the only school that did, we got the business.

No matter what your field, you can arrange questions, raise doubts about your competitors and increase confidence in your organization, depending on your specific agenda.



### ***All it takes is a little thought and creativity.***

On the inside back cover or on the inside front cover you can, if you wish and if it's applicable, include your picture and a biography. The purpose here is to build credibility, not to write "War and Peace." Include only that information about you that builds your reputation and credibility in the eyes of the reader.

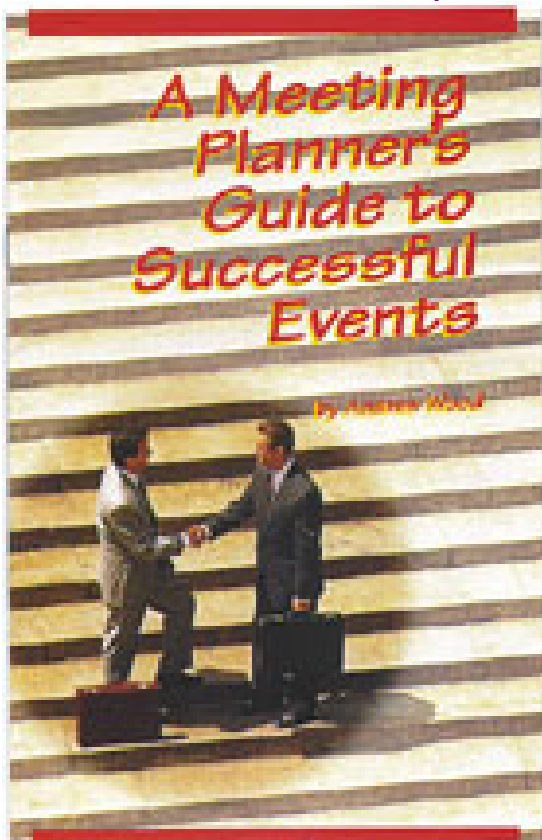
On the back cover put an ad for your company's services, making sure that you write each sentence in the form of a benefit...

***"Serving New York since 1980"*** means nothing.

***"20 years of experience so you get the job done right the first time"*** means something.

***"With 20 years of experience, so we know how to save you time and money"*** means even more!

Think **benefit, benefit, benefit!** Put yourself in your prospects' shoes when you write your ad. Give them reason to act, give them reasons to choose you.

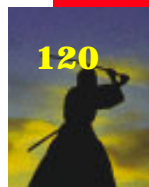


### **Getting your booklet out**

Once your booklet is published, the next trick is to get it out and about so it attracts the attention you desire. Start by giving them out to all your existing customers and ask them to pass the information along to a friend.

Next, look for others that are strategically aligned to your business. We got hospitals and doctors' offices to give away our booklets on building self esteem in children. I got speaker's bureaus to give out my booklet, ***"A Meeting Planner's Guide to Successful Events,"*** and even customized the booklets with their phone number on it. We had banks, toy stores and hairdressers give away our booklets on building confidence in kids. The possibilities for distribution are as endless as your imagination.

Also, don't forget the press when it comes to your booklet, let them know it's available to help their readers with their choices, problems and businesses by sending them a copy along with a professional press release.



## Frequent Buyer Programs

Frequent buyer programs patterned after the airline industry's frequent flyer program are all the rage now in everything from sandwich shops to video stores. The concept is simple and can be set up very easily. In the sandwich shop I frequent, the owner hands each new customer a business card. On the back are ten squares. Each time you buy a sandwich the person behind the counter stamps one of the squares. When all the squares are full you hand the card in and get your 11th sandwich free. At our local video store we accumulate points with each new rental and win free candy and movie rentals.



In my wife's supply business we provide every client with one point for every dollar they spend plus extra points for referring new business and for participating in various promotions. We mail our points list out to our clients each month so they can see who is on top. At the end of the year we send the top three people to Hawaii as thanks for their support. Toward the end of the year there is always a mad dash to get on top, resulting in lots of extra business. How could you set up such a program in your business to increase the number of times your client buys from your store?

## Value-added Service Attracts Business

In today's competitive world there is no doubt that value-added service can play a big part in building your reputation and allowing you to conquer your market. What is valued-added service? Simply providing the customer with more than he would typically expect from your particular business or service. A local clothes shop offered a free year of dry cleaning with every suit purchased.

Another offered a free shoe cleaning service; any time you passed the store you could just drop off the shoes and they would be ready by the time you drove by again.

My local mechanic details my car free of charge every time it's in the shop, even if only for an oil change.

Free gift wrapping at Christmas for all purchases made in your store over \$50. Maybe I'm just lazy, but I bought all my gifts in a single store one year just so I could take advantage of this service and not have to spend my time wrapping!

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Free polish kit with a new pair of shoes, free mouse pad with a new monitor, which of course would have your store's name and phone number on it!

## Giving Away Promotional Items

Giving away promotional items can help you get your name out into the community and attract business in the future. This is not the type of marketing that gets the phone ringing off the hook, rather it's the type that lays the seeds for future business and heightens awareness of your business in the community.

Every industry has its favorite promo items. The golf industry uses towels, tees, balls and pitch-mark repair tools. The computer industry uses mouse pads and mugs. The shipping industry and auto shops seem to prefer calendars, while the local vet, dentist and doctor all seem to opt for refrigerator magnets.

Whatever you get, promotional items are big business in just about every business! While each industry and business will have different ideas on what constitutes a good promotional item, I'm going to share a few of my favorites...



### Magnets

Magnets are ideal for all local businesses from real estate agents to doctors; they are almost always kept and used to keep notes and paper on the refrigerator. If the expense is not too great, try and get a custom shape or color, but the important thing is just to get it on the refrigerator. Once it's there you have the edge on anyone else in the area. When your product or service is needed, they know just where to look!

### Mugs

For much the same reason as magnets I like the idea of mugs, they are inexpensive and give your company long-term exposure right on someone's desk.

***Caution: If you opt for mugs don't send them out without extra packaging. I made the mistake once of sending out three hundred sets with the packaging provided by the manufacturer. Fifty sets broke and I spent weeks fielding phone calls from disgruntled clients about broken mugs!***

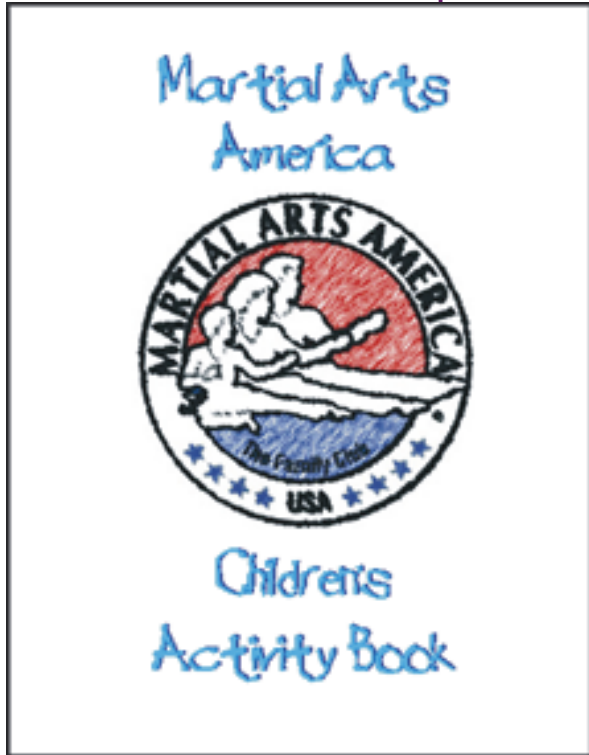


## T-shirts

According to the garment industry the average T-shirt message is seen by 100,000 people during the lifetime of the T-shirt. Not a bad investment for five or six bucks. The key to using this medium is to make sure that whatever slogan or design you opt for has the fashion appeal to make the person want to wear the shirt over and over again; it won't do you much good by staying in the closet.

## Coloring Books

Perhaps the most innovative giveaway we ever came up with at Martial Arts America was a coloring book. They were cheap to produce and lasted a long time. Not only did we give the coloring books away to every single person that walked into our business with a young child, but we also had the coloring books out at restaurants, dentists', doctor's offices, and chiropractic offices throughout the town. It was a tremendous source of new business, because once the kid starts coloring in the book he takes it home. Once he takes it home, he starts to talk to Mom or Dad about wanting to do Martial Arts. And when you turn to the back page, there's a beautiful full-color ad that talks about the many benefits of Martial Arts America for children. I highly recommend that you put together your own activity book/coloring book to use in this manner.



It really doesn't matter what business you are in, or even if children are your prime market, what matters is that they color in the pictures and show them again and again to everyone willing to look!

## Stickers

Another item that's been very, very popular, especially with the kids, is stickers. We have rolls of these little logo stickers made up with our phone number on it and they find their way everywhere. These little stickers are a great thing to give to kids to get out your name in the community even if you are not a kids-based business; the kids do a great job of getting your name out!



## Using Opinion Leaders To Increase Business

Let me give you a few other ideas on how to utilize other businesses and other key people in order to get more customers. I'm not much in favor of offering discounts or giving away your valuable service for free for any reason other than for a short period of time to attract more business.

However, there are a few exceptions. I'm in big favor of offering discounted, or even free, services to those people who can do you a great deal of good. That is to say, those people in your community who know hundreds and hundreds of people and have influence over lots and lots of your key target market. Those people might include hairdressers, video store owners, bartenders, waitresses, coaches, taxi drivers, bank tellers and apartment managers. Anyone who comes into contact with several hundred of your key prospects every single year is a target for this program. Developing a few contacts with this type of person can fill up your business with a year's worth of leads.

**This all goes back to the old analogy; you can catch 100 minnows and only have a meal, or you can catch one whale and eat for the rest of your life.**

This all goes back to the old analogy; you can catch 100 minnows and only have a meal, or you can catch one whale and eat for the rest of your life.

How do you do it? It's easy. You start to frequent those businesses and start to ask questions and develop relationships with those people who come into contact with the largest number of people in your specific target market. One of the best breaks I had in my early career in the Martial Arts business was that my karate school was located next to the Irvine Dance Academy. The Academy had been in business for 15 years and had over 1,200 students taking dance lessons twice a week. Almost every one of those students was a little girl. Therefore, there was a tremendous number of families coming to my center with little girls being taken to the Irvine Dance Academy. By hooking up and co-promoting with the dance academy, I was able to fill up my school with all the little boys who had until then just been hanging outside waiting for their sister to finish.

I once had a business in San Diego that attributed 10-12 customers a month to the girls at the hairdresser down the street. After all, what do you think they do while they're standing there cutting hair? They do nothing but talk for hours on end. If they talk about how excited they are about your



business, if they talk about how it's helping them lose weight or stay in shape, if they talk about how their clients ought to try it too, guess what?

It's well worth giving those people discounted service, even free service if you have to, as long as they're talking to enough people. Failing that, offer to pay them a bird-dog fee for every single person who becomes a customer.

Schmooze opinion leaders into helping your cause. Apartment managers are other key people who you should develop relationships with. Develop relationships with apartment managers from the top three or four complexes in town.

Give them free lessons, referral fees, or other considerations if they will put your guest passes, video brochures, or information kits in the hands of each new renter who comes to their complex. This is an excellent way for new people in town to find out about different services and an excellent way for them to make new friends.

## Get In First With New Residents

Another way to do this is to enroll in the Welcome Wagon program. In some areas there might be an organization by a different name but the premise remains the same. Welcome Wagon is an organization that visits all the new families that move to your area and gives them a gift basket. The gift basket might include maps, discounts on merchandise, perhaps even flowers. They're all contributed to by different merchants in the community. By participating in this program, you are exposing your business to every new family at the same time you're welcoming them. Donate your video tours, brochures, gift packs or promo items, along with a free item of merchandise, and you're sure to get some prospects excited enough to start in your area.

If Welcome Wagon doesn't exist in your town, you can start your own, or simply watch your local real estate transactions on a monthly basis, which you can get from the library. Contact the new homeowners through a letter and invite them to come down to your business and meet you. You might even give them the idea that your place of business is an excellent place to make new friends. Keep your letter short, to the point, and remember that when a new person moves to town, they're looking to meet new people. Make sure you



sound friendly, confident and excited about meeting them and you'll find this an excellent way to get new clients. This is a very good way of getting to meet new people and getting them to your business before they even get around to checking out any of your competition in the area.

## Stepping Out From The Crowd

Let's suppose you have a clothing shop and you really want to meet all the new residents. What could you do to massively increase your chances of having them come in and see you? How about sending all the new residents one glove along with a letter stating that the other one is waiting for them at your store as soon as you have the opportunity to meet them and shake their hand?

**The key here is to be innovative, to stand out from the crowd.**

If you have a shoe shop, how about using up all those old shoes you have sitting in the back by sending one out and letting the person know that you have the other waiting for him just as soon as he walks into your store? You could also let them know that if they don't like the style or color they can trade it for a new model. This, of course, will result in a higher sale for you.

The key here is to be innovative, to stand out from the crowd. You can be sure the big guys aren't going to be doing this type of thing. They are too slow and out of touch with their customers, but you are a one man army, you can conquer your market with the cunning and skill they lack!

What type of prop could you use to greet new residents and instantly attract them to your fold?

## Giving It Away

Giving your product or service away can be a very effective tool for boosting your profits provided it's done properly. The best place to start is with gift certificates.

Gift certificates are a valuable tool, not just at Christmas but all year round. Get other merchants in your area to offer their customers a gift certificate from your business based on a good purchase as a value-added service. Offer your existing customers free or discounted gift certificates at Christmas to boost your traffic.



Use radio shows, game shows and charity events to showcase your products. Offer your knowledge and expert advice free of charge to build trust, credibility and traffic for your business.

Use local newspapers to showcase your knowledge, and if all else fails publish a short booklet on you particular area of expertise.

Use promotional items to get and keep your name in front of key prospects in your community.

Schmooze opinion leaders and give them special discounts or free products to gain their help.

Be the first to make an impression with new residents by contacting your local welcome wagon or by starting your own.

Make your contact proactive by including something creative to get people in your door.

I encourage you to sow before you reap by giving something away and getting an abundant crop in return!



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# 9 • The Ten Commandments Of Powerful Print!

*Print marketing makes up the bulk of most marketing programs whether it be yellow page ads, flyers, newspaper or magazine ads, direct mail or sales letters and brochures.*

The vast majority of material in print designed with the purpose of increasing business is unfortunately a vast waste of time, money and trees. In this section I am going to cut right to the chase and provide you with the tools to evaluate each and every piece of printed material that ever leaves your office from this point forth. Armed with this information, you may well junk a large portion of what you have now. Save thousands of dollars a year from being wasted, and massively improve your response rate.

## What Print Can & Can't Do For You

First, let's look at what printed material can and cannot do for your business. Print ads can educate, qualify, generate leads, and they can even handle some objections. In some cases, like direct mail, the ads can actually sell your product or services. What an ad can't do is interest an average 89 year-old woman in buying your store's latest line of crossbows. While that may seem a little trite and obvious, it is not. Ads can only be designed to attract and heighten the attention of someone one who wants to buy your product. You do not design printed pieces to be everything to everybody. You design them to attract either people who already buy your product or service, or people who are thinking about your product or service, or people who are not buyers or thinkers right now, but who may be in the future.

In the karate business we knew that only 1% of the people who saw our ads in a local newspaper would be interested in what we were offering. In the golf business you can figure on about 10% of the people having some interest. I glance at most ads for cars, golf products, and computers; my wife never reads any of them. She will, however, read any ad with a horse in the picture. You will do much the same; some things peak your interest, others are of no interest no matter

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how interesting you make them. It matters not whether your ad is brilliant, the number of people who glance at it stays roughly the same. The key is to increase the number of people who read it. With this idea in mind, let's look at the ten commandments of printed marketing.

## The Ten Commandments Of Print Marketing

While each different print vehicle obviously has its own nuances, these ten commandments will hold up for all vehicles. Whether it's the yellow pages, direct mail, newspaper ads or brochures, break one of these commandments and you instantly decrease the power of your marketing message!

**Whether it's the yellow pages, direct mail, newspaper ads or brochures, break one of these commandments and you instantly decrease the power of your marketing message!**

### Commandment 1: Thou shalt respect every inch of printed space.

The biggest reason that most printed material is a waste of trees is that most business owners treat printed matter as a challenge to fill up the available space. Logos are too big, pictures don't relate to the headlines, while tons of worthless copy explains the company's history rather than the end result of the product or service.

To increase the effectiveness of each piece you print, you must treat each ad, each flyer, letter or brochure with the respect it deserves. That innocent piece of white paper is going to cost you lots of green paper, so make it work for you for all it's worth. Never make a casual decision about even an inch of space. Make your paper into the best salesman your company has by committing to maximize its full potential.

The simplest way to do this is to remind yourself that people buy for their reasons, not yours! This is Sales 101, but for some reason when people try to sell someone on the idea of visiting their business or calling their service, logic goes out the window. They suddenly spew forth a host of mind-numbing statements like "committed to excellence," "in business for twenty years," and "we're the biggest in town." The reader does not care. Likewise, the reader rarely cares about the host of awards, degrees and titles you have before or after your name. They don't care if you are a member of the board of realtors, and they certainly don't care how many of other people's homes you might have sold. If you are

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or, to make a bold and provocative statement that grabs attention like you see in the supermarket tabloids...

### ***“Martians Land in London!”***

While these are both acceptable ways to use a headline, they are harder to test than simply offering real benefits. Start there and graduate!

### **Commandment 3: Thou shalt capture your reader's attention with your picture.**



Pictures should capture your reader's attention and show your product or service in effortless, happy, exciting and wonderful use! Except in fashion merchandising, pictures do not sell; they attract readership and compliment the copy, not the other way around.

In an attempt to gain readership, many business owners use pictures that are unrelated to the product they are selling; this is a grave mistake. It confuses the reader and does nothing to win his trust when the picture you show him of a well-endowed blonde is supposed to help him make a choice about where he buys his next computer. This form of cheap attention-getting may get a second glance, but it does nothing to increase sales! Use your graphics to point out features and benefits of your product or service.

People believe what they see. Show how easy your products are to use. Show how much enjoyment they bring, show how your readers' lives will be enhanced if only they buy!

For the most part, headlines work better if they are placed below a picture, not above it or next to it. Never waste caption space by describing what's in the picture, the readers can see that. Instead, use that space to remind them of key benefits, or restate your offer in different words.

### **Commandment 4: Thou shalt learn the difference between benefits and features.**

Other than poor headlines, the greatest waste of money in printed matter is generated by volumes of text that say



absolutely nothing about what your product or service can do for the reader. Most people are so afraid of filling their ads up with words, they opt instead for meaningless features or bulleted highlights that don't tell the reader much of anything.

### **Words are what sell!**

Let me repeat that. Words are what sell! They sell your reader on the concept of picking up the phone or driving down to your store. They sell the reader on the need he has for what you offer. On the pain he will feel if he doesn't see you, and of the joy she will feel upon ownership of her new diamond ring!

**Do not be afraid to fill your ads with copy. The biggest myth in advertising is that people don't read.**

Do not be afraid to fill your ads with copy. The biggest myth in advertising is that people don't read. People do read, in fact book and magazine sales are at an all time high despite 300 channels on TV and the lure of the internet. People do, however, only read things that are of interest to them. Send me anything on sports cars and I will read it. Send me anything on golf and I will read it. Send me anything on business, marketing, or sales and I will read it! **But**, you have to make your copy

great or I will not read all of it. You have to entice me in, you have to tell me things I don't already know. You have to promise me higher performance, better handling or an increase in income! There is no such thing as copy that is too long, only copy that is too boring!

Let me ask you this: if you are really interested in a particular subject, do you want to know more or less about that subject? The most successful print material of all time is full of long, interesting, benefit-filled copy. Write as much as you can about your product or service. Write twice, or three times, as much as you need to, then go back and pick the very best sentences. The ones that truly make your business sound exciting, reliable, and the best in town.

Especially when faced with small spaces, people tend to list lots of meaningless features rather than opting for a handful of potent benefits. A feature tells you only what a product has, a benefit explains why the prospect can benefit from it. For example here are three **features** of an appliance store...

### **Large Selection, Great Prices & 3 Convenient Locations.**



***Now here are three benefits:***

**Large Selection,**

*so you will find exactly what you are looking for!*

**Great Prices,**

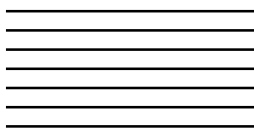
*will save you money!*

**3 Convenient Locations,**

*saves you time and hassle when you shop.*

You may think that if you list lots of features the prospect will put two and two together and figure out how that feature will benefit him. He won't. Instead he will scan the feature and move on to the rest of your copy without ever having made the connection. Had he scanned the copy and seen real benefits, he may well have stopped, reread a key point and been enticed to buy.

## The World's Best Word Processor



Much retail advertising is nothing more than price-based. A jewelry store puts a picture of a diamond ring with a low price. A car dealer puts a picture of the latest Corvette with a price you know doesn't include the engine. There is no doubt that some people are drawn to this, but, if you want to build a real reputation in your community, use some of that space to make a statement about who you are and why people should do business with you. Remember this, if you compete only on price, someone can always do or sell what you do lower! Use your copy to make statements about your experience, your service, your selection and your reputation. Then tie each statement into a clear and specific benefit to the customer.

**Commandment 5:**  
**Thou shalt back up all claims with proof.**

People are at best very skeptical of advertising, that's why it pays to back up all your claims. Use graphs, statistics, charts, study findings and testimonials. Show people that you are giving it to them straight by bringing in third-person endorsements for your business. Quote satisfied customers, with real names and titles. Publish survey findings, doctor's reports and authoritative claims. Use well-known people in your community to heighten awareness and build your credibility.





**There are a great many little tricks you can use in a printed piece to greatly increase its effectiveness.**

### **Commandment 6:**

**Thou shalt not assault the prospect's eye and make it hard for him to read.**

Do not confuse the customer with off-the-wall type styles, fancy designs and strange layouts. Some graphic designers understand the principles of effective advertising as do some advertising sales reps. Some, probably about as many, understand the principles of nuclear physics. Neither graphic design nor advertising sales reps. have anything in common with designing printed material that increases your business, please remember that!

People read from top to bottom and from left to right. If you make their eyes jump around too much, they will give up. If you make the type too small to read, they will pass. If you print your flyer on bright red paper, they will give it a miss. By all means be creative, but never at the cost of making your piece more difficult to read. Using colored paper is good, unless of course it prevents or handicaps you from reading the material, as many colors do! Also, if you ever need to fax any of your printed material to customers, keep that in mind when choosing background colors.

Many colors, like red, reproduce as black, making it impossible to read if faxed or photocopied.

### **Commandment 7:**

**Thou shalt use all known gizmos to increase customer response.**

There are a great many little tricks you can use in a printed piece to greatly increase its effectiveness. On their own, each may seem insignificant, but put them all together and you can increase the effectiveness of your ad tenfold or more!

**#1. End the headline where you want the reader to start reading, not at the far side of the page.**

**#2. Always use a caption under a picture, it's the second place everyone looks.**

**#3. Make sure the caption sums up your key benefit or offer, you may not get another chance!**

**#4. Make sure all picture face the text so the reader's eye follows the picture and begins to read.**



#5. Use a graphic of a phone next to the phone number, it can increase response by up to 25%.

#6. If you want them to clip a coupon, show scissors — you'll get up to 35% more responses.

#7. In letters, sum up your most important point in your PS message.

**Commandment 8:**

**Thou shalt always ask the customer to do something!**

## Arm Your Child with A's!



If you think Martial Arts is just kicking and punching  
... **think again!**

Some of the greatest benefits your child will enjoy at Martial Arts America are those of increased concentration, self discipline and focus. In addition to our physical curriculum, we also teach the values of goals, knowledge and persistence. All of which lead to better grades, better fitness and a better future for your child!

**Call Today!**

*For more information on how to arm your child with A's and focus on their future...*

**Call us at:  
626-797-7591  
or visit us at:  
OrangeMAA.com**



Bring this coupon in and receive \$10 off!

© 2001 Martial Arts America

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Perhaps the biggest sin of all is often committed by people who up to this point have passed most of the key tests. They have grabbed our attention, expanded on benefits, utilized the pictures that are right for the headline and copy, and have us salivating like Pavlovian dogs — then their copy ends. We are left lost, empty, wondering what to do next. Should we file this information for future use? Should we throw it away once we have read it, or should we pick up the phone and call right now? Better still, why not ask them to get into their vehicle and drive right on down, because you are ready and waiting to see them?

**Bring your old car or truck down to Don's Dodge today!**

**Pick up the phone right now and call!**

**Don't wait another minute to get the rewards you deserve.  
Clip out this coupon and mail it today!**

Never end a printed piece without direct and specific instructions for what you want the reader to do next. That's what printed pieces are for, to direct potential customers to your door. Don't blow it by arousing their interest in what you have, and then let them go to a competitor first.

**Commandment 9:**  
**Thou shalt not be seduced by the law of large numbers.**

Even with a good ad, mailer or brochure, you can quickly strike out by sending your piece to the wrong people, even if it's a huge number of the wrong people.

Many small business owners are unwittingly seduced by the lure of large numbers. They think, ***“Well, if 100,000 people see my ad in the newspaper I am going to get ‘X’ amount of calls. Or if I mail out a flyer to 10,000 people, I ought to get ‘X’ responses.”*** Ad reps love to seduce you with the power of large numbers, but a smaller number of the right target group will always beat a large number of just anybody. Choose your media with care, don't waste money on people who are not your prospects.

**All printed material should be put to the test before it ever gets put in print in a form other than a laser proof.**

**Commandment 10:**  
**Thou shalt put all printed matter to the test before allowing it to leave your office.**

All printed material should be put to the test before it ever gets put in print in a form other than a laser proof. By all means, use family, friends, other business owners, graphic designers, and ad reps to gain feedback. While you are at it, ask them how to eradicate world hunger; their answers to that question will usually be as useful as their feedback about your printed matter. If you have followed any of my advice up till now, they will tell you you have too much copy — you don't. They will tell you to use more fancy type styles, or worse still, to put your headline in reverse type which instantly makes it 35% harder to read. They will encourage you to put in a picture of yourself or to make your logo bigger, but resist the temptation, instead do this quick test...

**□ #1. Look at the headline.**

Does it promise a clear benefit to the prospective customers?  
***If yes move on, if not go back to square one!***



**❑ #2. Does each line, or at least every other line, state what's in it for the client?**

The classic test I developed in my advertising agency was this: *Read two sentences and then ask the question, so what? If one of the previous two sentences did not answer that question go back and rewrite them. The "so what?" of course must refer to the customer's point of view, not yours. For example, "Our store carries a huge inventory of widgets." does not contain any of what's in it for me, but if we add this little line, "so you will find exactly what you need," on the end of it, we have then transformed it into a sentence that meets the test.*

**❑ #3. Look at the picture.**

Does it clearly show the product or service in use in a positive light? Does the caption underneath sum up your offer or benefits, rather than merely telling the reader what he can already clearly see in the picture?

**❑ #4. Have you used all the gimmicks that you can?**

This would be to slightly increase your response.

**❑ #5. Have you asked for specific action?** What do you want the customer to do? *Enter you for a Clio award for your advertising genius, or visit your store? Tell him which!*

Now that we have covered the 10 commandments of powerful print, let's look at how we can use that information in more specific ways with the different individual tools your business might use. Since almost every business in the world has a Yellow Page ad, I'll start there.

## Yellow Page Ads

A Yellow Page ad is a must in some areas, and of limited value in others. In a smaller city with one main book, the Yellow Page ad usually proves to be a valuable investment. In many metropolitan areas of the United States there are two, three, or sometimes even four directories in the same area. For example, in Southern California there are three big directories and countless smaller ones. Because so many directories cover the same area, it is financially impossible to appear in every book. What's more, there are so many similar businesses listed in some, that the value of Yellow Page advertising is severely limited. The money can frequently be better spent in more creative and more rewarding ways, depending on your product or service.

**A Yellow Page ad is a must in some areas, and of limited value in others**



## Yellow Pages Don'ts.

Let's start off by looking at some of the common mistakes that are made in Yellow Page ads and how to avoid them.

**#1. Unless your business is almost totally dependent on the yellow pages, say like a rental car company, or a self-storage facility, or a locksmith, do not spend all of your advertising money on yellow pages.**

Do not go in several different books either; it costs too much money. Pick the best book and spend the rest of your money on local print and direct mail advertising. The best book is almost always the largest book, it has more information, and information is what people are looking for when they turn to the Yellow Pages. Take a medium or smaller size ad. Try to keep your yellow-page cost to a maximum of 30% of your monthly advertising budget, preferably less.

**#2. Do not waste space with useless information.**

The space costs too much money to waste. Every time you design a Yellow-Page ad, instead of taking a four-by-four square and figuring how to fill it up, picture a square filled with hundred-dollar bills, because that's what that ad really is — your money. Come up with the very best way to use this space to your advantage.

Every square inch of that ad is your hard-earned money. Make it work!

**#3. Do not, as many businesses do, put a big headline, like "Karate."**

The Yellow Pages have already done that for you at the top of the page. If you are in the karate section, you don't have to waste space telling people that.

**#4. Do not use reverse type for any more than a single line.**

While ad reps will tell you that it makes your ad stand out, what it actually does is makes your ad 25% harder for the human eye to read. Now why would you want to do a thing like that?

**#5. Do not pay extra for different colors.**

It's not worth the extra money, unless you get it thrown in as part of the deal, which you often can just by asking!

**#6. Do not let the Yellow Pages typeset your ad.**

They will probably screw it up if they can. Take it to a graphics shop or print shop and have them do it for you. It

...picture a square filled with hundred-dollar bills, because that's what that ad really is — your money.

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will only cost a few dollars, and you will know that the phone number and ad are correct. Trust me on this one, it's painful to wait 12 months for the phone to ring because they listed the wrong phone number. It's happened to me twice, it won't ever happen to me again!

**#7. Do not let the ad sales representative design your ad. They know nothing!**

*(I said this earlier, but I'm going to say it again because it's so easy to be taken in. After all, if you were in ad sales you would take the trouble to learn something about ads, wouldn't you? Most don't!)*

They are there to sell you space, let them do that and nothing else. Would you let a dance instructor teach you self defense?

Would you  
let a dance  
instructor  
teach you  
self defense?

**#8. Do not use a photograph unless it is perfect.**

That means a picture with excellent clarity and a contrasting background. When you print with high volume presses on low quality paper, the photograph will get 20%-30% darker. In many cases your photo ends up looking like a black cat in a coal cellar at midnight. Only use good, clean photos and drop out the background to make them better.

**#9. Do not point the photograph off the page or at somebody else's ad.**

This takes the reader's eye with it. The picture or graphic should always be facing the information you want the reader to READ!

**#10. Do not make the ad so cluttered or the type so small that it is hard to read.**

People will just pass your ad over and go to the next. Use 12-point or larger type, 55% of Americans can't read anything smaller. Stick to one or two type styles at the most. The more type styles you use, the more often the reader's eye has to adjust making your ad harder to read. Do not make the mistake of laying out an ad in such a way that makes it difficult to read in that manner. Lots of boxes or splashes of information, pictures in the middle of the ad rather than at the side or the top, are a couple of things that break this rule.

**Yellow Pages Do's**

We have covered the major don'ts, now let's take a look at a few simple ways to dramatically improve response. People who read the Yellow Pages are in a buying mood, why else would you use them? Help them make the decision to choose



your business by providing clear, simple and useful information about your business and what it offers them!

**#1. Use a benefit in your headline for your ads.**

Try to use the words YOU, YOUR, YOURSELF or FREE in the headline. This is usually the most effective approach...

**Give your child a head start in life at the ABC preschool!**

**You don't pay unless we collect!**

**Family Pizza Centers are Fun!**

**Free estimates in writing!**

**#2. Put a distinctive border around your ad.**

This will isolate it from the others and make it stand out. A bold black border is fine, although you can do a custom frame that ties in with your business. For example an art gallery might use a picture frame. Shadow the bottom line of your ad and the right side to give your ad a 3D look and make it stand out more.

**#3. Use a few and well chosen short buzz sentences that offer benefits:**

***Family Pizza...  
close, affordable & fun!***

***Convenient locations  
make shopping easy!***

***Lose weight & Increase your fitness for a  
longer, healthier life!***

***Martial Arts improves  
concentration & self discipline  
for better grades!***

***The Computer Doctor offers  
same-day repair or replacement  
on all hardware!***

Notice that each of these sentences provides a clear and direct benefit to the reader as opposed to putting a bullet that tells them nothing.

Try to use  
the words  
**YOU, YOUR,  
YOURSELF or  
FREE** in the  
headline.



**#4. Use a picture that appeals to all the groups you are trying to reach.**

By showing men, women and children in an ad, you say that you offer something for each of these groups without having to use up valuable copy space to do so.

**#5. Make the phone number easy to find.**

That means putting it at the bottom of your ad in large enough type to be read even by someone with less than perfect eyesight — 52% of the population. Try to get a phone number that is easy to remember like 589-5000, 589-1234 or 555-GOLF. Then tell the readers what you want them to do... **CALL NOW!!!!**

**#6. When negotiating for space, remember that ad space is blue sky.**

Once you get the best price that you can for a plain display ad, start asking for more. Ask for free spot color, additional free boldface listings, or even a second ad. You don't get anything by not asking, and you will often be surprised at what you do get!

Depending on the cost of an ad in your particular book, it is my belief that either a quarter-page or dollar-bill size ad that is well laid out and contains good information is the best value for money when buying space.

**#7. If there are others similar businesses close to yours, use a small map.**

Place it in your ad and give a major landmark that the caller will recognize. **“Across from Wal Mart.”** Once you have gone to all the trouble of doing a good ad, the last thing you need is a prospect going to the competition.

**#8. Plan as far in advance as you can.**

Don't wait until the last minute when you will be forced to settle for less than perfect. Call your Yellow Pages today and find out what the deadline is for their next book. Then make your own deadline at least six weeks in front of the final deadline. Always insist on seeing a final proof of your ad **before** it is printed. Once a phone number is printed wrong, it stays wrong all year!

**#9. Don't blow it by having an answer machine on the other end of the phone.**

People who are using the yellow pages want answers now. Once you have gone to the trouble of designing a good Yellow Page ad, if they get your answer machine, the chances are



that they are simply going to call the next listing in the book, even if it is an inferior ad. To avoid this terrible fate, consider...

- 1. Getting an answer service.**
- 2. Forwarding the number to your home.**
- 3. Carrying a mobile phone around with you.**

#### **#10. Over 50% of your potential clients can be lost on the first phone call.**

Last, but not least, make sure you train yourself and your staff on good telephone procedures.

## **Summary of Powerful Print**

To maximize your return from all printed material you must learn and abide by the Ten Commandments of powerful print:

### **Commandment 1:**

*"Thou shalt respect every inch of printed space."*

### **Commandment 2:**

*"Thou shalt capture a reader's attention in three seconds or thou shalt be smote."*

### **Commandment 3:**

*"Thou shalt capture your reader's attention with your picture."*

### **Commandment 4:**

*"Thou shalt learn the difference between benefits and features."*

### **Commandment 5:**

*"Thou shalt back up all claims with proof."*

### **Commandment 6:**

*"Thou shalt not assault the prospect's eye and make it hard for him to read."*

### **Commandment 7:**

*"Thou shalt use all known gizmos to increase customer response."*

### **Commandment 8:**

*"Thou shalt always ask the customer to do something!"*

### **Commandment 9:**

*"Thou shalt not be seduced by the lure of large numbers."*

### **Commandment 10:**

*"Thou shalt put all printed matter to the test before allowing it to leave your office."*



## 10 • Hitting Your Prospects From Every Angle

*Some people like to read, others prefer to listen, while still others prefer television, or even an interactive approach such as a CD ROM or the Internet.*

No matter what preference your customers have in receiving and processing information about the products and services they buy, this section should cover them all. What we will do here is talk about how to maximize response from some of the more sophisticated forms of print advertising including brochures, newsletters, and booklets. Plus, we will also cover some modern alternatives to attract the MTV generation and hit more of our prospect's senses including video, audio, and the Internet.

**First, let's discuss a simple fact:**

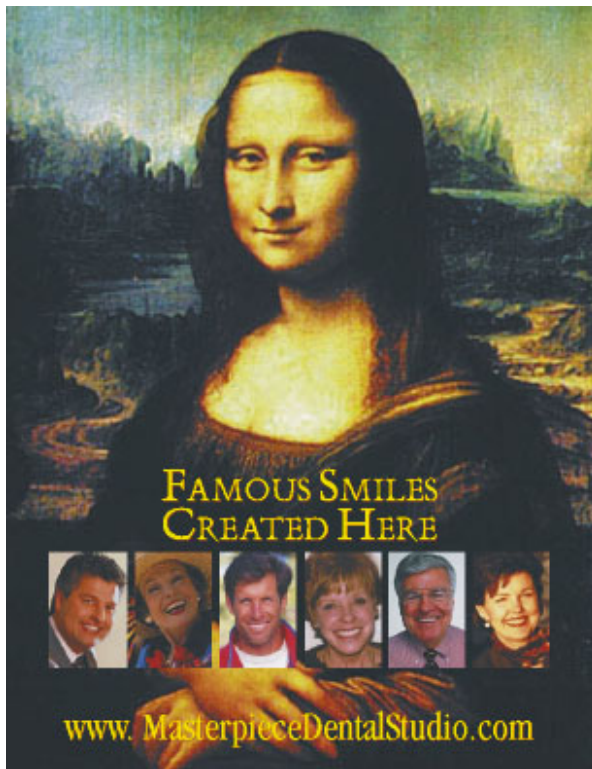
***“The more different ways you can provide your key information to a prospect, the more chance you have of attracting his attention, engaging his interest, and getting him to buy!”***

In some cases one particular method of providing information might be obvious, while in others a combination will prove to be best. Let's start with the most common and simple methods and graduate to the more modern and complex, taking care to maximize our marketing dollars at every step of the way!

### How To Design Your Brochure

How professional you are perceived to be during the initial contact with a prospect can often mean the difference between success and failure. A good brochure creates that positive first impression and provides people with valuable information on your products or service. A well-designed brochure can act as a backup salesman, especially when the customer decides not to buy immediately but to *'sleep on it'*. It can also function as an important selling tool enabling you to point to the various benefits as you present them.

For some strange reason many business people often treat a brochure as being a totally different animal from an ad. While it is different in the sense that you have far more space





in which to tell your story, don't lose track of the purpose. The purpose of any collateral material is still to sell. Whether it's selling your prospect on the quality of your service, the depth of your expertise or the speed of your response, just like an ad, a well-designed brochure, newsletter or booklet should be a paper salesman.

### A Brochure Indicates Permanence

While anyone can go out and get a box of business cards for \$30 to \$40, a brochure says, ***"I have invested some money, I am a professional and I plan to be around next year."*** Unlike a flyer which is often soon thrown away, a brochure is usually kept for future reference. It is the face you present to the world.

...that a considerable amount of time and effort needs to be spent on the design and layout of your brochure.

The brochure expresses, in considerably more detail than a flyer, the unchanging aspects of your business, and as such requires copy that won't become dated. It should be clear then, that a considerable amount of time and effort needs to be spent on the design and layout of your brochure. Because a good brochure will serve your business for years to come, the design and production is usually best handled by a professional. The up-front costs may be higher but the long term results can be significantly greater. Insist on the finished product giving your message in the way you want it presented.

### A 3-fold Brochure

A three-fold brochure should include *all* of the following things...

- #1. **Factual information on your products and services, with perhaps a short biography of you and/or your staff.**
- #2. **A strong section on the benefits of your products and services and more specifically why the reader should buy from you.**
- #3. **Testimonials from happy customers.**
- #4. **A call to action. "Start now and experience all these benefits for yourself!"**



## The Layout

The **Front Panel** should contain your name, address, phone number, URL and a pleasing graphic or photograph. A picture of people enjoying themselves is always best. The front panel should let people know what it is that you do and entice them to find out more. Don't confuse them with intricate or cute designs that mean nothing at first glance, you may not get a second!



**Experience Legendary Golf & World Class Facilities at Pine Hill Golf Club Offering ...**

- ✔ An exceptional championship golf course designed by the master of modern architecture, Tom Fazio, and OPEN TO THE PUBLIC!
- ✔ A 6,969 yard, Par 70 course with four sets of additional tees to choose from if you don't want to play from the tips.
- ✔ State-of-the-art practice facilities with driving range, chipping green and putting greens to hone your game.
- ✔ A fully stocked golf shop, club fitting and professional instruction.
- ✔ World class dining facilities for your enjoyment after your round.
- ✔ Convenient location just 20 minutes from Downtown Philadelphia and only 40 minutes from Atlantic City.

**Instrument Packages include:**

- ✔ Consecutive starting times
- ✔ Green fees & Carts
- ✔ Bag service
- ✔ Range balls
- ✔ Securing service
- ✔ Complete catering
- ✔ World Class Service!

Developed and operated by Empire Golf, the world's leader in creating the private club experience for the public.  
 For 21-41  
[www.EmpireGolfUSA.com](http://www.EmpireGolfUSA.com)

The **Inside Flap** is the perfect place for testimonials by your customers about how your product or service has helped them.

The **Main Body** inside the brochure should contain some or all of the following: A brief description of your methods; A brief resume of the staff's qualifications, and more reasons to

come to you for service. Use graphics or photos to capture the reader's interest and always use informative captions. It's a basic fact of life in the world of advertising that the reader's eye is drawn to the photo, and then the caption is read. However, the caption must be informative and stress the benefits of what you are selling if it is to be useful.

The **Back Cover** should list all the reasons why a customer might choose you over someone else. Spell out these benefits very clearly. A golf instructor should not say, **"Improve your swing."** He should tell them that, **"A better swing means lower scores."** Make the benefits meaningful to the reader. The final line is always a call to action. Tell the reader what it is you want him to do...

**Call Now!**



### Beyond the list of merely famous courses a handful stand out as legends...

Designed by Tom Fazio, Pine Hill is said to take its place among golf's legend-famous courses. Carved from the sandy soil of Southern New Jersey and with top-tier facilities, Pine Hill Golf Club is a masterpiece of golf architecture. At 6,969 yards and par 70, Pine Hill is tough enough from the front tees to beat a U.S. Open, yet playable enough for the weekend player with the choice of four sets of additional tees.

**Stunning Beauty & Exceptional Golf**  
 Each hole at Pine Hill has been created with its own separate identity, and no two holes look alike, making every shot on this magnificent course set up better than the last. The towering pine, oak, walnut and maple trees that line each fairway bring players on other pathways from time, making every hole seem to be its own private world. Support built upon a well-thought-out plan, like your favorite, makes every shot a chance to talk down with it, adding to your

**World Class Facilities**  
 After your round of golf you'll be equally impressed with the 17th hole on your back and enjoy our 4,000 square foot clubhouse. Perched on the highest point in Southern New Jersey it offers spectacular views of the Philadelphia skyline along with the type of food and ambience one would naturally expect when in such upscale surroundings. The perfect setting for weddings, corporate and corporate meetings.



### State-of-the-art practice facilities provide the perfect setting to help you hone your game.

Our facilities include a new state-of-the-art practice green and several other practice greens to take to your limit. A chipping area and a putting area provide you with the most important shot in golf. Our dedicated staff of golf professionals provides lessons, video instruction, custom club fitting and a fully stocked golf shop, all to help you get the most from your game. In fact, the staff at Pine Hill has been overlooked. From the moment you arrive you will instantly begin to feel that you are somewhere special.

**The Perfect Location for Your Golf Event**  
 Amid the stunning beauty of Pine Hill it's easy to forget the club is conveniently located just 20 minutes from Downtown Philadelphia and only 40 minutes from Atlantic City, offering



***Come In Today!***  
***Receive A Free Investment***  
***Consultation!***  
***Swing assessment, etc.***

## Schedules & Prices

Schedules and prices are best handled as an insert inside the brochure. In this way you don't date your brochure if you decide to change your fee structure. It costs far less to reprint an insert than to reprint your more expensive brochure.

*(Note: handing out your schedule or prices within a brochure, or by any other means, should be done with discretion.)*

It is preferable to discuss such things when your prospect is sitting in front of you. In this way you can suggest alternative solutions if you observe visual clues that the customer has a problem with the cost of your services.

## Getting It Printed

When you are ready to have your brochure printed, use a high quality 80 - 100 lb. coated stock. Your printer will know what this means, and probably recommend it. Avoid using 20 lb. bond copier paper. While it is much cheaper, it says all the wrong things about your business. The use of coated stock will also allow you to use a higher quality halftone for any pictures that you might use in your brochure. If the picture quality is especially important to you, seek out a printer whose presses can handle 133-line screens or better. Again, your printer will be familiar with these terms and can further advise you.

## The Information Kit

A more expensive but more impressive way to go is with an information kit. This is an expanded and more detailed version of a three-fold brochure and a lot more impressive to a prospective client. It includes all the same information as a three-fold but it also has room for you to run specialized pages and provide more details of why your business is unique.





## Schedules & Course Options

Martial Arts America offers convenient schedules at affordable rates. We are open six days a week, to make it easy for you to join our programs through the week. Our instructors are dedicated to helping you progress as quickly as you wish.

**Group Classes**  
Group classes feature self defense instruction, physical conditioning, various martial skills, and training exercises designed to build the children's necessary for effective self defense. Enrolling in a group program allows you to attend a minimum of two regular sessions per week. Should you fail to class for one reason, you may make it up the following week or attend one of the special make up classes.

**Private Lessons**  
Private lessons are available for the student who seeks a more accelerated and personalized training program. Private lessons can be scheduled at anytime you wish, based upon the instructor's availability.

**Special Programs in Discount**  
Discounts are available on the Family Plans, Long term Study Programs, one year or more, and Advanced Training Programs such as our Black Belt Club.

**"Martial Arts America is the best investment I have ever made in myself and my family."**  
Dore Salveren, Father & Martial Artist.

Basically, you take a standard glossy presentation folder with business cards slits, and print up sheets so that the first is a letter-sized sheet of paper. The second sheet is an inch shorter, so that the headline on the first sheet is clearly visible. The third is an inch shorter than the second, etc.

## Adult Programs

In Martial Arts America we believe that developing and maintaining a sound body and mind are critical to getting the most out of life. In our adult programs you will experience a unique approach to self defense and exercise that benefits the body and the mind.

To strengthen your body, you will begin with toning and dynamic aerobic exercises. Your ability will be enhanced through a gradual but effective process of self defense techniques. You will find that the low-impact and calisthenic exercises strengthen your joints and increase flexibility allowing you to relax from the stress of daily life. This unique combination of using the power of the body and of the mind is the key to increased energy, self discipline, and fitness for a longer, happier life. These qualities are essential in occupational, household and defense situations, as well as martial arts.

**The Martial Arts America System**  
Martial Arts America employs a complete, integrated system that will teach you the techniques you need to defend yourself intelligently in threatening situations.

Our system will also teach you how to respond in a variety of problem situations.

**"Martial Arts America offers adults the ultimate blend of fitness and fun!"**  
Bill Brewer, Former Captain, Karate Instructor, and Author of the Magazine

A major advantage of an information kit over any other format is the ease and cost of making changes. You simply add an extra sheet or replace an existing one.

## Children's Programs

In Martial Arts America, our children's programs are second to none. We teach our children using a basic philosophy of positive and self-oriented to build self Esteem, Confidence, Discipline, Initiative, and Values. At Martial Arts America we realize that although the ability to defend oneself is important, there are many additional benefits to be gained from involving your child in a martial arts program. Our unique method of teaching is fun and is designed to:

- Instill a Positive Attitude
- Build Confidence in Self Esteem
- Teach the Importance of Strong Values & Good Habits
- Promote the Ability to Learn
- Increase Self-Discipline
- Teach Self-Defense
- Instill Respect for Themselves & for Others

In today's busy world, parents often find it difficult to instill a strong commitment to their youngsters. Our thoughtfully designed programs for children of all ages will improve your child's performance in school, self-esteem, and self-discipline. In addition to this, the building self confidence, self respect, and self discipline, we are helping young people to deal with the many problems they face growing up in today's world. Our facility design, price, program and people.

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**"The Martial Arts America program offers children a unique blend of fitness, education, and self confidence."**  
Bill Criss, Educator.

In the three-fold brochure, you do not have room to discuss every target market in depth. An information kit allows you to do a full page on special topics or special services you might offer. This allows you to customize your kits for a specific market. By addressing these different markets specifically and in depth, the potential prospect will zone in on the section that is of interest to him.

For instance, an adult male is probably not interested in special Martial Arts classes for women; however, a female executive will be.

If she visits three Martial Arts instructors and you are the only one that has printed matter on special women's classes, there is an excellent chance that you will be the one she will choose.

The more complete kit also has another advantage, especially when you receive telephone inquiries. Telling someone to come down and pick up a free brochure is hardly exciting! If they want more information, invite them to stop by for your **"Free eight-page information kit."** It sounds a whole lot better, more expensive, (which it is), and not like just a sales pitch (which it also is!).







**The newsletter should be designed so the lead article every single month is reselling existing customers on your expertise, reselling them on your service, and most importantly of all, reselling them on the benefits they originally bought from you in the first place.**

**A fourth** way to use a newsletter is to increase your sales, and every single issue should feature a specific product or service that your business has to offer. A book, a video, clothing, a free cancer screening, insurance checkup or the like along with instructions on how that particular product or service could enhance your customer's life! Spell it out! Very few business take full advantage of their newsletter in this manner to increase sales.

A newsletter is also a great way to solicit feedback from your customers on specific events, promotions, and on your services in general.

A newsletter is a good way to bond together customers and employees when your business has more than one location.

A newsletter is also a great way to increase enrollment for upcoming events, seminars, clinics, fashion shows and tournaments. Make sure you include pictures of last year's participants.

A newsletter can be used in conjunction with billing your customers by mail to re-enforce value and service. American Express and some of the airlines do a particularly good job of this. Sending the bill in the mail, along with a newsletter highlighting service, will often soften the blow.

Last, but by no means least, the newsletter is an excellent way to stay in touch with some of the clients that you have lost along the way, and there should always be articles featuring different things of interest to a broad spectrum of ex-clients.

Now, for the most important reason of all, and the reason that almost every business seems to miss. The newsletter should be designed so the lead article every single month is reselling existing customers on your expertise, reselling them on your service, and most importantly of all, reselling them on the benefits they originally bought from you in the first place.

There's a real fallacy in most businesses about when customer retention starts. Some people think it starts at renewal time. Some people think it starts four to six months into a relationship, but the truth of the matter is that in any business the retention process starts on day one.

When designing your newsletter each month, try to incorporate each one of these previous key thoughts into its design. Of course you're going to list your existing



customers, your upgrades, and your special events. But think about selling more merchandise or services through your newsletter. Think about reaching old clients through your newsletter.

Think about positioning yourself as an expert through your newsletter, because you will be sending this newsletter to people in the media, other key people in your community, and most importantly of all, think about reselling your customers every single month.

A newsletter can be nothing more than a photocopied, typewritten sheet or a more elaborate, professionally designed and printed product. Whichever way you decide to go, the newsletter is an invaluable tool in helping your business grow and prosper. If your newsletter is a four-page, typeset, printed publication, 500 copies may cost you around \$300-\$500 an issue. But the cost of your newsletter can be easily offset by running business card sized ads in your newsletter for a \$25 fee. Some of your customers may even wish to run an ad, or you can ask other merchants to contribute to the costs of mailing and stationery in return for inserting their flyers in your newsletter.

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If you don't want to go to the cost of mailing, you can always distribute your newsletter by e-mail. Although this is certainly not as effective just yet, no doubt it will be the way to go in the future so you might as well get a jump on it now!

## High Tech Marketing

Back when I ran my first business, my marketing efforts pretty much consisted of taking the biggest ad I could afford in the yellow pages and waiting for the phone to ring. *My, how times have changed!*

Today's MTV generation consumers demand a totally different approach. Here are a few ideas on how you can keep your marketing effort on the cutting edge:

## Run Your Own Cable Show

By government decree, TV cable companies have to allow a certain amount of public access. Make sure you get friendly with your local cable company and get yourself on TV. Better still, host your own television show. It's as easy as contacting your local public access company and getting down

there. They have to provide you with the equipment and the technicians to show you how to film your own show and they will put it on TV.

However, there is a drawback. The show has to be very general in nature and cannot actively promote your business. Of course, that doesn't stop you from wearing T-shirts that get your name out there. Plus, you can make the name of your show something like the name of your business: Flowers Today, Jewelry World or Martial Arts in America.

## Video Brochures

While you're down at the local cable company, see if they can give you some cut-rate deals on making your own infomercials or video tours so that you can use them in your marketing effort. Often, they will allow you to do this for very little money. The video brochure, or video tour as we called it at Martial Arts America, was a video of us explaining to students exactly what it is we did in our school, and most importantly, how we could help them in their lives.



When doing your video tour, you have to think it's just like an ad. You have to spell out the benefits, and the benefits, and the benefits. Let's face it, it's the MTV generation. People don't want to read, they want to watch; they want to listen; they want it fast; they want it short; they want it exciting. A video tour is a great way to attract this particular segment of the market.

At Martial Arts America we used our video tour in several different ways and it worked out tremendously well for us. One way we used it is when somebody came in; instead of giving them a guest pass to pass along to a friend, we gave them a couple of videos and asked them to pass the videos on instead. While it's great to give somebody a couple of guest passes, they're pretty much inactive.

A couple of little pieces of cardboard, and maybe they get lost and maybe they don't. But if you ask somebody to pass along a video, you can be pretty sure that they're going to do it.

What's more, when you pass along a video, you can be pretty sure the friend is going to watch it. Best of all, your

video is a 15-20 minute sales pitch. We call it a video tour. And a video tour is what it is.

But it's also an infomercial. It crams the 15-20 minutes that talk of your business' benefits. Benefits for parents; benefits for children; benefits for women; reducing stress; increasing concentration. **Boom, boom, boom, boom. Benefits, benefits, benefits! Excitement. Testimonials.**

By the time somebody's watched one of our video tours, they can't wait to pick up the phone and call for an appointment for their own free trial lesson.

Another way to use your video tour effectively is to use it as a backup salesperson. I'm sure you haven't heard too often a wife or husband coming in saying... "Gee, **it all sounds good but I've got to talk to my wife.**" Or, **"I've got to talk to my husband."**

The problem here is that when you send home the husband or the wife to talk to the spouse, they don't get all the information straight. They don't remember all the benefits. They certainly don't remember all the facts. What better than to send a salesman home with one spouse so the other spouse gets a full and complete picture of your business and the many, many benefits you have to offer.

Still another way to use it is as a backup salesperson to pre-frame a prospect. Let's suppose several people walk in at once. Or perhaps you're really busy with another client or some other event and it's just impossible to leave. This is an excellent opportunity to invite the new prospects into your office, sit them down and say...

***"I'll be with you in just a second. Let me show you a video which will explain a little bit about what we do."***

By the time you come back, the prospects will already be pre-framed about what it is you have to offer, which actually makes them easier to sell.

One final thing on video tours. We also send out our Video tours to the local media. Send the video tours out to the local TV stations. Oftentimes they will keep it and potentially run it

**By the time somebody's watched one of our video tours, they can't wait to pick up the phone and call for an appointment for their own free trial lesson.**

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as footage. Let them know that it's okay if they have a pertinent story to run the footage from your video tour, and you can often get a free plug that way.

Also, when the media people sit down and watch it and understand that there are a lot more benefits to Martial Arts than kicking and punching, it often is more exciting to them than the press releases. They get to see people kicking and punching; they get to see people doing different things; often attracts a story for your school if you do include the media in sending out your video tours.

## Audio Marketing

If you simply don't have the money to put together a video tour, consider putting together an audio tape. You can personally record an audio tape on just about any type of hi-fi equipment these days and get it sounding pretty good, or you can buy your own DAT machine for around \$600 and get a studio quality sound. You want to keep the audio tape to about 10-15 minutes, and you're going to do the same thing as a video tour. Obviously, it's not quite as good, but the cost is next to nothing.



The audio tour is kind of an overview of your business, your background and the products and service you sell. It contains pretty much the same type of information you have in an information kit. When somebody runs into your business and they've got a second, and they've got to run out and they don't have time to listen to your presentation, or the car's running, or the ice cream's melting, or the pizza's getting cold, this is a great time to hand out the audio tour so you have the opportunity to make a proper presentation, albeit not in person, to somebody in the convenience of their car or their own home. An excellent way to squeeze a little more out of some of the leads that come in. Best of all you don't have to print a few thousand audio tapes in order to get a good price; you can simply copy tapes as needed, allowing you to maximize your cash flow.





## CD Rom & Floppy Disk

Another kind of media that is commonly used today is that of CD-ROM or in some cases just a plain old floppy disk. These media allow sophisticated brochures, demonstrations and presentations to be presented in a nice neat, small and easy-to-mail package.

While a host of people offer such services at a wild variety of prices, there are plenty of software packages that allow the development of such programs at home. For the less technically motivated, including a note posted on your local junior college's notice board will bring you a host of talented and potentially cheap labor. Once again, the real beauty of using this media is that it is so cheap to produce and does not demand color separation. What's more, new information can be added almost instantly!

## Internet Marketing

You'd have to be living on some kind of other planet not to have heard all the buzz over the last few years about the Internet.

### ***You have to get on the Internet!***

Is the Internet really a great way to market right now? No. They still haven't quite figured out how to get the most out of a web site.

However, you have to be on the Web. Thousands and thousands of people are signing up every single day. It's absolutely the easiest way to get information on absolutely anything, and the better your web site is, the more presence it has, the more people you're linked to, the more effective it's going to be in generating new leads for your business. We've had a tremendous site up for Martial Arts America over the last few years. Has it generated thousands of leads? No. But it is generating upwards of

30,000 visits a month. So, that's a lot of people out there who may not have gone in and directly signed up, but 30,000 people a month looking for information.

I guarantee you though that many of the people who've come in from other sources have gone to checked out our



web site before signing up at Martial Arts America. It's relatively inexpensive to get on the Web and it's something you need to do immediately!

## 9 Tips For Better Marketing On The Internet

### #1. Use your e-mail signature as a mini ad.

When you send a letter, you sign your name and possibly your title. For e-mail, it's traditional to have your name and an additional few lines which can be a mini ad for what you do. For instance, a signature could say...

*John Smith*

*Construction Marketing Specialist,*

*We help you impress architects and owners.*

Your signature can also include a hotlink to your Web page. If your domain name is a great one, this can be a valuable marketing tool on its own. In one survey, the most effective method of getting people to the Web site was from responses to e-mail and its linked signature. Even in the netiquette where self-promotion is sometimes frowned on, your signature line is acceptable.



### #2. Give away advice.

Giving away free advice to various interest groups, chat groups, and mailing lists allows you to build relationships. When contributing to an online discussion, learn the rules of the group first. Observe for a while, or read past issues or Frequently Asked Questions (FAQs).

Think of e-mail as a chance to build relationships, just as you would have done by letter in the old days. Customized e-mail is the ultimate in one-to-one marketing. E-mail combines the features of the phone and writing. People often dash off quick responses. Thus, e-mail often has a less-than-polished feel than might a letter that you edited and thought about. Of course, I recommend that you edit carefully. Everything that you produce should represent you exactly the way you want it to.

### #3. Hyperlinks.

One of the major features of the Web is hyperlinks. You can create hot buttons where, with the click of a mouse on a word or graphic, someone can move to another area of your page or to a page anywhere in the world.



There are two ways to use these links to market yourself. One way is to link your site to other sites where people like your customers will tend to go. This makes your site more valuable, so that people will visit it more often. Your Web page becomes the central resource. By constantly adding interesting links, people will have an incentive to come back and see what's new.

The second way to use links is to get other sites to provide links to yours. This is the second best source of site visitors. And, of course, a link from another site is an endorsement that your site is worth visiting. Of course, there's a danger in providing links away from your page. Even if they'd been intending to come back, something in your page can take visitors to another page, something in that page takes them to another page, and so on and so on. Pretty soon they've forgotten where they are, if they ever knew. This leads us to method #4.



#### #4. Encourage bookmarks.

Bookmarking is a way of recording or indexing the Web pages you've visited. Tell people on your first page to bookmark it so that they can get back easily. You might want to mention this several places on your site, especially near material that is updated regularly, or near your best material. When a hyperlink is chosen, open a window instructing the user to bookmark your page before accessing the link and include continue/cancel buttons to accomplish the action or to proceed without bookmarking, if they prefer. The MTV generation is amazingly prone to follow one's directions when it's made so easy that it doesn't require any thought and appears to be a routine action. Whether or not the bookmark option is taken it should also be possible to save the page in the current internet session for easy recall.

#### #5. Proper design is aesthetically pleasing as well as effective.

In addition to the general value of good design, there are some specific things to use. One design issue is how you link to other Web sites. You don't want to put links on your first page. You want the prospects to leave your page only after they have read something valuable on your page.

Another simple point is to remember to put your name, address, phone, FAX, or e-mail on every page as the computer presents them to readers. If browsers print any page, everything they need to contact you will be right there.



Remember that not everyone can use this option. For instance, your type is read and presented in different ways by the various web browsers. People on slow modems can't wait to download complex graphics, and some overseas users often can't read graphics at all. Too many pages load too slowly. Shrink graphics that slow your page down. And, if you aren't constantly adding new links, new articles, new research, etc., your page becomes old news.

## #6. Directories & search engines.

One of the best ways to be found on the Web is to get yourself listed in the many directories and indexes. Some directories, like Yahoo, try to cover most Web pages. They combine directories and search engines to help users find resources that they need. There are also services that will list you in multiple directories.

*(For a discussion on how to get listed, try [www.searchenginewatch.com](http://www.searchenginewatch.com)).*

Use key words. For example, I shouldn't call my Web page Andrew Wood's Web page. No one but my mother would search for that. Instead, I should call it the marketing, sales, personal development, leadership, consulting, advertising, publicity, customer service page from Andrew Wood.

## #7. People like free things.

When you can give away valuable information, postcards, graphics, and so forth, people will remember your site. If you give away information you've developed, it is a work sample demonstrating your expertise. It can also be a free sample encouraging further purchases. For instance, several people have given away the first chapter of a book and sold the rest. Or they've given away one version of their software and sold upgrades.

## #8. Your online newsletter or e-zine.

While technically this is a form of e-mail, it is so important that it deserves its own point. Creating a brief newsletter online is a great way to keep in touch and build relationships. It gives people a sample of your expertise and philosophy, lets them become familiar with you, reminds them of you, and makes it easy for them to respond.

Having a good e-zine and list can be more important than your Web site. The trick is to develop an opt-in list where people ask for your newsletter. Start by inviting your existing customers and contacts to subscribe. Add notices of your



e-zine to your signature, Web site, and other ads. Then ask for referrals. You can also register with directories like...

[ezinerearch.com](http://ezinerearch.com)

[meer.net/~john/e-zine-list/](http://meer.net/~john/e-zine-list/)

[site-city.com/members/e-zine-master](http://site-city.com/members/e-zine-master)

[gizmonet.com/pufbform.htm](http://gizmonet.com/pufbform.htm)

[ezinecenter.com](http://ezinecenter.com)

[newsletter-library.com/ven.htm](http://newsletter-library.com/ven.htm)

[mmgco.com/alist/](http://mmgco.com/alist/)

You'll find that your list builds rapidly.

## #9. Affiliate programs.

Amazon.com popularized affiliate programs. In their case, you can recommend books on your site, and if people want to buy them, they can click and go directly to Amazon to order. Amazon then pays you a commission (under 10%) on all sales from your site.

With the success of the Amazon program, hundreds of other online affiliate programs have been created. For instance, you can earn commissions for recommending search engines, graphics sources, consultants, and almost anything else.

If you can pay commissions to encourage other people to sell or recommend your products or services, you may be able to set up a successful affiliate program.

The best programs are really just referral sources. People put a link to you on their Web sites and recommend what you offer because they use it themselves. (*Web rings linking*

*related sites are somewhat similar.*)

Unfortunately, most affiliate programs sell things that people don't need at high prices, and often the programs don't pay their commissions very reliably. There is also a sense of people taking in each other's laundry because many of the programs involve selling courses on how to market online. If everyone makes their money from selling instructions on how to market online, that means that everyone is just selling to newcomers who hope to sell to more newcomers. To succeed online, ultimately you'll have to sell something that isn't available everywhere else.





## Hitting Your Prospects On All Fronts

Brochures, information kits and booklets boost your image in the community. They make you seem more established, more credible. Treat brochures as the valuable sales tools they are and don't waste space on puffery, give prospects real benefits and reasons to do business with you.

Use newsletters to build your credibility, inform present customers and attract new ones. Use newsletters to announce upcoming events, stay in touch with old customers and showcase the success of your company and your clients. In addition to prospects, customers and former customers, send your newsletters to a select group of media and opinion leaders within your community.

Take your image to a whole new level and reach a new generation of customers by using audio, video and computer brochures to hit as many different senses as you can with your unique marketing message. Use technology by using video, audio and the Internet to get your message across.

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# 11 • Priceless Promotions

*What is a promotion? Well, strictly speaking it's just about anything that is used to produce a customer, but in this section we will focus one of its secondary meanings which is to attract a large amount of activity.*

In this chapter I'm going to share with you some of the best promotions I've ever used. The great thing about many of these promotions is that they cost little or nothing to put on. In some cases, they involve having a lot of fun with the clients which, of course, adds to retention by building better relationships. While in other cases they involve bringing in new prospects to your business, all will help you gain visibility in your area. The best promotions combine several objectives in one event in that they...

- Build relationships with existing clients...
- Bring you into contact with a large number of additional prospects...
- Heighten awareness of your business in the community...
- Increase traffic and income in your business.

I will start with the simplest and often the best form of business promotion: **Referrals.**

## #1. Referral Promotions The Magic Bottle

A simple promotion that costs very little money at all is the 'Magic Bottle'. This is a simple variation of the old trade show trick of putting your business card in a fish bowl to win a prize. The 'Magic Bottle' is a drawing contest that your customers may enter as many times as they like, but the prize must be of real value to get them excited. One such prize might be a \$500 U.S. Savings Bond. These savings bonds can be bought from the government at 50% off face value, so it only costs you \$250 for a \$500 bond. You can, of course, offer your merchandise as a prize, a mountain bike, a computer system, or two tickets to Hawaii. It really doesn't matter what the prize is as long as it's exciting to your customers.



The concept is simple. Everytime a customer brings in a friend you enter both their names in the magic bottle, they don't have to buy anything, they just have to come in and meet you. The friend must then fill out a guest slip to be entered into the drawing. This way you can follow-up in some way even if it's only a sales flyer or your monthly newsletter. You will build a database of people in your area who are viable prospects for your business. That list, managed right, is gold!

The **'Magic Bottle'** itself is simply a five-gallon plastic water container with a hole cut in the side for the drawing. Make a sign and attach it to the bottle. The bottle stays in a prominent area where all of your customers can see it when they enter your building. You should hold the drawing at some event where you have a large crowd watching to build the excitement, and pull the names of the winners out of the bottle. Make sure you promote your **'Magic Bottle'** by bringing it to your customers' attention in newsletters, communications, and when they physically enter your business location. *"Oh by the way, it's 'magic' because you can win such a great prize by just dropping your name into the bottle!"*

The real key to getting more referrals is simply to develop the habit of asking for referrals.

### More on Referrals

Variations of referral-based promotions include offering free gifts or discounts for each referral that results in business, such as the free months apartment developers often offer for a referral, or the \$500 credit many country clubs provide to their members who introduce a new member. What incentives could you offer to get your customers to bring in their friends? One of my clients, Golfball Depot, gives each customer who brings in a new golfing friend three free balls during the first 90 days of their operation to increase retail traffic. The friend need only have a handicap card or be a member of a golfing club to qualify. Then, of course, he is given the same opportunity!

The real key to getting more referrals is simply to develop the habit of asking for referrals. Ask new clients, ask old clients, and even ask people who don't buy. Ask suppliers, vendors and service personnel. Refer people to others in complementary businesses and then ask them for referrals in return. Develop strategic alliances with other professionals or retailers in complementary fields. Hang out where the fish are, join clubs and groups your prospects are most likely to



frequent. Show up, and be up, at as many meetings as you can make. Make it easy for people to remember and refer you by giving them the tools to help you. Show your gratitude for referrals. Thank them, then ask for more!

Referrals are the life blood of any good business or service, but they work a whole lot more predictably and effectively when you develop and follow a system so that good leads don't just slip through the cracks. Getting leads is worthless if you never follow up with a letter or a phone call!



## #2. Fun Based Promotions Golf Tournaments

Golf tournaments offer a wonderful opportunity to get your customers, suppliers and prospects together for a fun day on the links. This can be done as a large annual event like my local printer puts on with 60 plus people and a barbecue afterwards, or as a simple affair with just 8 or 12 of your best prospects, clients or suppliers. In such events a scramble type of format is usually the best unless you know that each of your participants is more than just a casual golfer. Even then, the scramble format virtually assures every player of having a good day because you only hit the best shot of the foursome each time.

I used a major event in which people paid \$150 to enter to generate business for my advertising agency. I also got several companies to sponsor the event, which in one case turned into an account as well. Actions create opportunity, so you might as well take action in an area you find fun!

While bonding and building relationships is a primary goal of such events, don't lose sight of an equally important goal, to meet and bond with new prospects. The way to turn your event into a way to increase business is to invite all of your present clients and suppliers to bring their friends. If you have an event with 50 players and they all invite one or two guests, you can easily meet and talk with a hundred plus prospects in a single day. Try doing that at the office!

If golf is not your thing, or more importantly not your client's and prospect's thing, you can try a bowling tournament, fishing tournament or some other event that will bring a large group of your present customers together.



When in doubt throw a party. Everyone loves a party! Try to tie parties into events such as your opening, a new building, product or anniversary as this tends to increase excitement and attendance.

### #3. Community Promotions

There are a host of community-based promotions that will not only increase your business, but that can also increase your bond with other merchants and service providers, leading to increased cooperation and additional opportunities.



Street fairs, health expos, chili cook-offs, lifestyle events, and major holidays all offer opportunities for a shopping center-based event. All you have to do is take charge and organize an event. When you do, most of the other vendors in your plaza will follow your lead.

Here's one such community promotion that I have recommended to my clients for many years and that is always a hit, it's a **Children's Safety Day**. Today, just about everyone from banks to bowling alleys are concerned about children's safety, it really doesn't matter what type of business you run. It makes you look great in the community, it gets you in front of a lot of people, and it gives you a lot of new prospects, and of course, it provides a valuable service for the community.

The children's safety program works like this: Its purpose is to create a record of the child's pertinent personal information for use in an emergency, such as an abduction, an accidental separation, or some other type of emergency. The **Ident-a-Kid** program is best when sponsored in conjunction with your local police department or fire department or some type of agency like that. In the event that your police department does not have such a program available, call my office and we'll be able to provide you with the information you'll need to actually run an **Ident-a-Kid** program. Most police departments have some type of program like this that they offer.





If you don't have a location that has high walk-by traffic, I suggest that you stage the program in conjunction with a pizza parlor, or a video store, or some other place where there is high walk-by traffic to get the type of attention that you need.

When your local police department participates, the following will typically happen: The police department will fingerprint each child and take a Polaroid picture of the child to be attached to a card. The parent keeps the card with the picture of the child and the pertinent information in a safe location. The card is two-sided. One side of the card is filled out by the parent with the child's name, address, birth date, age, eye color, hair color, weight, etc. It also has an area for recording any distinguishing marks the child may have. The other side of the card has each individual fingerprint. If you don't have police participation, we can supply you with the necessary information to obtain your own kits. However, I stress that police participation gives you a lot of credibility and will really help you make a success of the event.



You'll need a Polaroid camera and enough film to take pictures of the children. You'll need paper towels or wipes so the children can clean their hands afterwards. They won't all arrive at exactly the same time, so after the children have been fingerprinted or while they're waiting, entertain them with a variety of activities repeated at intervals throughout the program.

This program is a community event so get the entire community involved in the project. Contact the police, the fire department, the volunteer rescue squad. Contact other people in the shopping center. Ask the police if they can bring a police car, or the firemen if they can bring a fire engine, or the paramedics if they can bring an ambulance so the children can look around. What child does not like to see an ambulance or a fire engine or a police car?

Ask the mayor, or ask other people in the shopping center to participate. The more support you have for this event, the larger the event will be and the more good you can do for the community and for yourself.



The advertising and publicity for this event is no problem. You will need to form committees to help you. Have a committee member, who would be somebody from your business, contact the local newspaper. Have another member contact the local cable company and radio stations. List the event under upcoming community events. Put flyers up in store windows at local restaurants, schools, banks, and anywhere that will attract parental attention. The object is obviously to have many people in the community participating in the event for the good of the community.

Register every single child as they arrive. Get the name, address, phone number and age. These families are all potential customers for your business and should be followed up with a letter complementing them and thanking them for their concern and participation.

Set up an area to serve refreshments. There are two ways to handle this. You can either get participation from somebody else in your plaza, maybe a coffee shop, maybe a supermarket, maybe a pizza parlor, or else you can go ahead and set up your own stand and do it yourself. Most of the time, when you tell other people in your center that you're doing a community oriented event, they will not have any problem getting involved. Get a restaurant to chip in, get somebody else to chip in, get everybody to chip in. Imagine what we're talking about. We're talking about a children's safety program. Get everybody involved in promoting it. You're going to get to meet lots of people, you're going to be able to give out lots of information about your particular business and you're doing a good thing for the community.

#### #4. Retail Based Promotion **Friends & Family Shopping Day**

The **Friends & Family Shopping Day** is an excellent way to increase your Christmastime income. With the upcoming Christmas and holiday season, you have the best opportunity of the year to sell merchandise. Your customers and their friends and families are going to spend many thousands of dollars during the holiday season. You need to position yourself and your business to be able to provide as many



**Done correctly,  
you will find that  
your 'Friends &  
Family Shopping  
Day' will be the  
biggest retail day  
of the year.**

opportunities for these people as possible to purchase products and services from you, rather than someone else at the local mall. What's more, you want to strike first!

It's during this time of the year that you need to have the widest variety of merchandise available for your customers to choose from. Many retail stores make between 70 and 90% of their total annual income during the Christmas holiday season. During much of this season, people are looking for opportunities to spend their money. They'll be much more open to suggestions than at any other time of the year. You should be able to do four or five times your normal monthly merchandise volume during this holiday season, but you must start planning well in advance.

There's no reason at this point to discount any item. This is the buying season. Once Christmas is over is the time to consider discounting. But before Christmas, you should be able to get full retail price on every single item you stock.

This is the time of year when you should also be especially active with your displays. Make sure that by the end of October your store is filled to the brim with all the different things you intend to sell over the holiday season.

Finally, you need to choose which day your **'Friends & Family Shopping Day'** will be. We like to have them after Thanksgiving, or even before Thanksgiving, to get the best possible response. The concept of the shopping day is to let your best clients preview and BUY all the new merchandise you have got in for Christmas before anyone else gets a chance to even see it. This approach makes your clients feel special, part of "the club." Try to make the shopping day on a midweek evening and provide opening hours from 6 to 10 p.m. to give people plenty of opportunity to stop by. Serve refreshments to encourage people to linger around and chat and potentially buy more items. Done correctly, you will find that your **'Friends & Family Shopping Day'** will be the biggest retail day of the year.

Make sure that you advertise it well in advance in your newsletter, with letters to customers, and by personal contact. Don't forget to cross-sell when people come in to buy one item. As always, give your customers extra value.



While we don't like to discount at this type of event, it's perfectly okay to throw in an unexpected gift that costs you very little.

## #5. Publicity Based Promotions The Pre-planned Publicity Stunt



Publicity stunts are one sure way to capture the interest of your local media. While your last three press releases may have found the trash, send them a picture of twenty nuns doing kickboxing and you can bet it will make it in! That was one of the things my clients came up with in response to the challenge of gaining more visibility in the media without spending any money. Another was having 50 karate students kick down an old building. This particular event was a made-for-charity promotion that had students kicking and punching down a beat-up old building that was going to be demolished anyway. This particular event attracted nationwide media attention, and was featured on 1,000s of TV shows across the country.

When Herb Keller, CEO of Southwest Airlines was facing a lawsuit from a competitor, he challenged the other CEO to settle their disagreement out of court. With an arm wrestling match!

Malcom Forbes threw a three million dollar party for his 70th birthday, complete with a full regiment of horse cavalry. While many questioned the lavishness of this event, it was covered extensively by every major news channel, magazine and paper in the world. The result was an estimated one hundred million dollars worth of free publicity for his business magazine, "Forbes."

Richard Branson generates millions in free publicity for Virgin Airways with his balloon attempts to cross the Atlantic. This was an excellent way for him to tie a publicity stunt into his actual business.

Publicity stunts do not have to be expensive or lavish, they are only limited by your imagination. I have seen a sandwich shop build a 100-foot sandwich. A Harley dealership throw a 4th of July block party that started by having everyone in town drive around picking up trash! This was followed by giving rides to sick or underprivileged kids! Talk about great publicity!



## #6. Charity Based Promotions

Charity events are, of course, always a good way to generate publicity and this is one of the primary reasons you should get involved in local charities.

Charity events are, of course, always a good way to generate publicity and this is one of the primary reasons you should get involved in local charities. Local charities will offer the greatest media coverage. In fact, a technique I've used in the past is actually to call a couple of people in the media, such as an editor or somebody at a TV station, and ask if they could recommend a local charity which would be worthy of my donating money raised from some kind of event. You can be sure that if the editor of a newspaper refers you to a specific charity in your town, he has some connection with that charity. If he's connected to that charity, guess what? Who do you think is going to benefit from generous publicity when the event itself takes place?

When you call the editor, simply tell him that you're new in the area or that you haven't done a lot of different charity events in the area and you'd like to raise some money as a community service. Could the editor please recommend a charity that he knows to be upstanding in the community? This is a great way to develop inside connections.

Make sure that you have the name, address and phone number of all the key media people in your area. That would include radio personalities, TV anchor people, newspapers, magazines, and any other person you can think of directly related to the media. All of these people should be on your computer and in your customer database under the classification "media contacts." Why would you want these people there? Because you are going to position yourself as the expert in your town, city, region, state, or even entire region of the country.

### *How do you position yourself as an expert?*

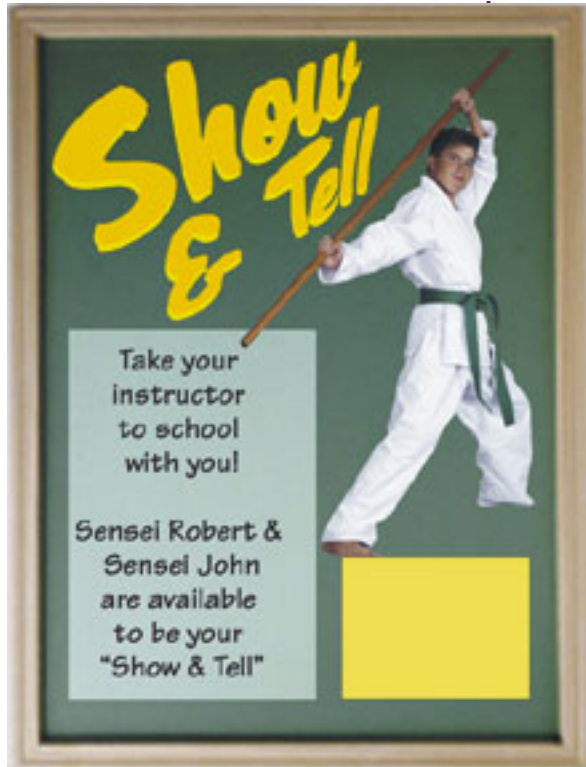
By standing up on a soapbox and letting everybody know that you are the expert. I don't care how long you've been in a city, there are thousands and thousands of people who don't know who you are and what you stand for. One of the ways to position yourself as an expert is to send your newsletter to your media contacts every single month. By sending out your newsletter to these media contacts, even if they casually glance at it, it's going to give you an edge when they decide to run





any type of story related to your business. In fact, it may go further than that. People involved in the media are prospects to be your customers as well. Put them on your mailing list and send them news about your business on a regular basis.

## #7. Kids-based Promotions **Show & Tell**



This next idea is perhaps one of the most valuable of the entire program. What I'm about to tell you is the secret to meeting literally hundreds and hundreds of children in your community. A **Show & Tell** is an invitation into one of your customer's classrooms to tell the children about your business or service.

The time length of the **Show & Tell** is usually about 15 minutes. Your job is to create excitement, not just for your school, but for the student who brought you in as their special guest. Make him or her the focal point of your **Show & Tell**. We used this as our number one way to get new business for years in the Martial Arts business and it works just as well for dance schools, computer schools, gyms, and just about any other business that sells or services the children's market.

First, let your existing young customers know that you are available to go to their school and participate in their weekly **Show & Tell** to talk about your business and how great this particular student is doing in pursuit of their goal.

When you arrive at the school report to the main office and introduce yourself to everyone. If the principal has a minute, ask to meet him or her. Tell the principal a little bit about yourself, where you're from, where your location is and let them know a little bit about the benefits you try to get across in your presentation.

Here's how we did the **Show & Tells** in the karate business. Take this basic information and simply change it to fit your specific needs and situation. First, let the class see you introduce yourself to the teacher and thank her for allowing you and your students to share with the class your Martial Arts.

Fire them up,  
have them yell  
and "Kai" loud.

Next, begin with a high energy hello to all the students. Tell the class a little bit about yourself. Your Martial Arts story, where you started, why you started, etc. Bring your student, the one that brought you to **Show & Tell**, to the head of the class to tell his story, including when he started, his rank and how serious he is in becoming a Black Belt. Share an experience you have shared with the student, i.e., the first time the student broke a board, or how he did a great job of helping out a younger child.

After that, allow your student to explain to the class the order of the ranks. Give the class a short history of your Martial Arts. For example, tell about how it has traveled 8,000 miles around the world to arrive in your neighborhood.

Talk about the country where it came from. You might even want to show it on a map, or show it on a globe. Perhaps show the flag of the country where your martial art was originated. Whatever it is, make it short, informative and interesting.

Continue by explaining the importance of respect, self-discipline, concentration, and always doing your best, and never, never, never giving up.

Then, have the children stand up beside their desks to teach them a mini class. We made sure to use our student as a helper to teach the children some very basic moves. Keep it high energy, keep it exciting. Fire them up, have them yell and "Kai" loud. Try to get the teacher involved. This is important to get the teacher on your side.

At the end of your demo, have your student break a board or do a form. Whatever it is you have him do, make sure it's something he can do very, very well so as not to embarrass him in front of his classmates or in front of his teacher. Keeping it simple is better.

At the end we would thank the teacher and the class for doing so well in their first class. Then we would award everyone their "**magic headband.**" Explain once more about the benefits of the magic headband and let everyone in class know that it's their ticket to a free trial membership.

Make sure you follow up with a thank you card to the teacher and the principal. Do this by making sure you have the name and address of both people before you leave the school grounds.



Next time you're back in your school, make sure you award the child who brought you to the **Show & Tell** with a patch or a martial arts T-shirt to let them know how much you appreciate being invited to their school. I suggest you do this in front of as many people as possible to encourage them to bring you to their school to do another **Show & Tell**.

Once you've established a relationship with a teacher or a principal, it's very easy to get back in there and do other things with the school. Another thing is that the teachers and principals who invite you to their schools are put on your mailing list and mailed your monthly newsletter. Let them know all the positive things you are doing in your business; teachers talk to lots of parents about lots of things, they are opinion leaders.

**Remember that you are a guest, and of course, want to be invited back. So this must be a soft-sell to encourage the class to enroll as your students.**

Also, it's a nice touch to award the teacher a special little flower or some other gift to let them know just how much you appreciate the efforts they're doing. By following up on teachers in this way, you can befriend them and they can become your absolute number one resource for referring new parents to your business.

To begin setting up this promotion, your first step is to explain how you can make this **Show & Tell** super special for the children by taking time out and explaining to your students exactly what you'll be doing. This is extremely important. It's been our experience that some of the students may be a little bit apprehensive about doing a demo in front of their friends or for their teacher at school.

Remember that you are a guest, and of course, want to be invited back. So this must be a soft-sell to encourage the class to enroll as your students. Don't hand out flyers or brochures during your **Show & Tell**. Instead, use the magic headbands. Any headband will do, just so long as it has your name, phone number and logo on it. This will be perceived as a gift, not as a sales pitch. The good thing about magic headbands is the magic that's in them. At the end of the **Show & Tell** you can explain to the class that the reason these headbands are magic is because if they show up at your school wearing a headband, they will get a free karate lesson. This is the way you capitalize on your **Show & Tell**.



Once you put up the flyer to promote the **Show & Tells** in your lobby, mention it in every class, and put it in your newsletter on a regular basis. If you continue to promote that you're available for **Show & Tells** in your newsletter, in your class, and through your contact with the parents, you will find that you will have a steady stream of requests to bring you in and do **Show & Tells** with all your young students.

With suitable modification of the details, I have used this approach for a host of different businesses, even banks encouraging young children to open up accounts. Think how you might use this approach to educate children about your business and potentially get their parent's ear as well!

**Speaking about what you do or what you sell instantly establishes you as an authority on the subject.**

## **#8. Service Based Promotions Promote Your Own Seminars**

One great way to build a legendary reputation in your industry is by appearing and speaking at seminars, meetings or conventions. This is not only one of the best ways to build your reputation, it's a wonderful way to get leads in any business.

Speaking about what you do or what you sell instantly establishes you as an authority on the subject. In general, people look to public speakers as gurus on whatever subject they are addressing, and they are very likely to ask you for advice before making a decision or a purchase.

This will give you a definite edge over your competitors. In the Martial Arts business, I offered free self-defense seminars to attract the attention of women to my programs.

In the consulting business, I offered seminars to small businesses owners on sales and marketing. You will find real estate companies, investment companies, insurance companies and a host of other companies in a variety of different industries all use seminars as a way of building their reputations and producing high quality leads for future sales.

In addition to presenting free and for-fee seminars, you should also pursue every opportunity to speak about your business at rotary clubs, women's groups, schools, churches and any other club or organization that frequently invites speakers to address them.



Prepare a short speech, lasting about 15-20 minutes, on a topic of current interest, and find someone who wants information on the subject. Don't use your regular sales pitch or you will turn your audience off. Instead, try to be interesting and informative and invite anyone who wants to know more about your particular service or product to see you at the back of the room, after you finish your presentation. Since most associations and organizations are made up of people with a wide variety of interests, and they did invite you, the chances are always good that they or someone they know will be in the market for what you have to offer. Local libraries or chambers of commerce can provide you with lists of local organizations that includes contact names and phone numbers.

## Priceless Promotions

Promotions can be one of the most valuable ways to build rapport, increase loyalty, improve traffic and generate new leads. Simple referral-based promotions such as the magic bottle can keep your customer pipeline full of new leads.

Golf tournaments and other fun events are a sure way to increase goodwill among existing clients.

Community-based programs give you an opportunity, not only to increase traffic in your business, but also to network more closely with other merchants and build your good name in general.

Throw a special buying party prior to Christmas to give your best clients first shot at all your Christmas merchandise. This makes them feel special and can be your biggest sales day of the year!

Hold a pre-planned publicity stunt to generate local media interest in your products or service.

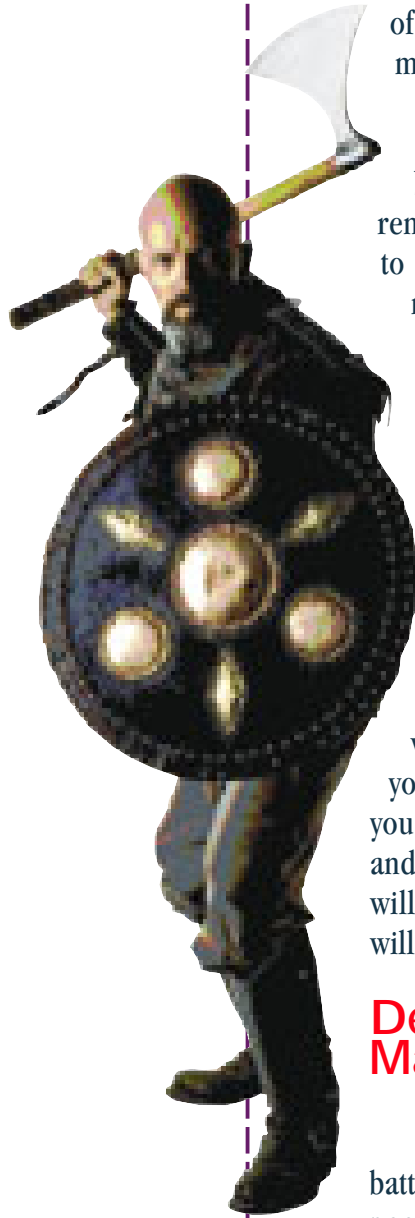
Attach your business to a local charity and reap the rewards of increased name recognition and goodwill.

Promote your own seminars to increase your visibility, position yourself as an expert and generate golden leads. In most service-based businesses you don't have to get too many people showing up to make this one of the more potent marketing tools in your arsenal.





## 12• Planning Your Marketing Attack



*Once all your marketing weapons are in place, the final step in conquering your market with a one-man army is to draw up a plan of attack, and then carry it out.*

Without a plan, money is wasted, opportunity is lost, and response is never maximized. The first step in planning is, of course, to determine what your marketing budget will be. Yet it's a step many don't take, in fact the majority of small businesses don't have a fixed budget for marketing at all.

I am amazed at the number of startup businesses that budget thousands of dollars for rent, signage, fixtures, carpet, and inventory, only to tell me that they don't have any money left for marketing. I advise all my startup clients to go in bare-bones and spend all their money on attracting clients. There will be plenty of time and money for fancy wallpaper later as long as you attract some customers.

If you want predictable results from your marketing campaigns, you can't splash money into them one month and then do nothing for the next three. You can't run ads when you feel like it or run promotions only when the mood hits you. Most importantly of all, you certainly can't wait for the world to discover you! They won't! You must go into battle with a plan, and the better your plan is, the fewer casualties you will have financially, and the greater your victory will be!

### Determining Your Marketing Budget

As any good general would before going into battle, you must first estimate the resources you will need to conquer your market. Some business owners set marketing budgets based on leftover funds. Others judge past sales rates and estimate their marketing budget based on a fixed percentage of sales. In fact, there are several methods commonly used to determine marketing budgets, most are fatally flawed. For example, take these common methods of allocating marketing funds.



**Advertising and marketing are necessities if one is committed to being financially successful.**

## Percent Of Sales

In this method you take your total sales income and multiply it by the percentage given to get an approximate figure. The problem with this method is that it suggests that marketing is based on sales. In reality, sales are a direct result of your marketing efforts. If you're grossing \$50,000 a year and you'd rather be grossing \$500,000 a year, you're not going to get there by spending 5% of your gross, i.e., \$2,500. You will almost certainly have to spend more money, probably a lot more money, to increase sales unless you have invented the new pet rock or the next beanie babies craze!

## Leftover Funds

The second common method for determining a marketing budget among most small businesses is the leftover funds method. People who determine their promotional and advertising budget based on what they think they can afford assume that marketing is a nonessential part of business.

### *They couldn't be more wrong*

Advertising and marketing are necessities if one is committed to being financially successful. No funds for marketing translates into a losing proposition very quickly!

## Meet The Competition

The third method is the competition-based method, where marketing budgets are defined by what one business "guesstimates" a competitor is spending. The problem here is that you're assuming that the competitor is doing everything right, which may or may not be the case. I've seen a number of businesses that over-advertise themselves right out of business because they did not take into account their own individual requirements or the fact that a competitor may be losing tons of money even as he continued to advertise lower and lower priced specials.

The aim of a business is to make a profit, not outspend the competition. Marketing is one area where you definitely want to work smarter, not harder.



## The Project

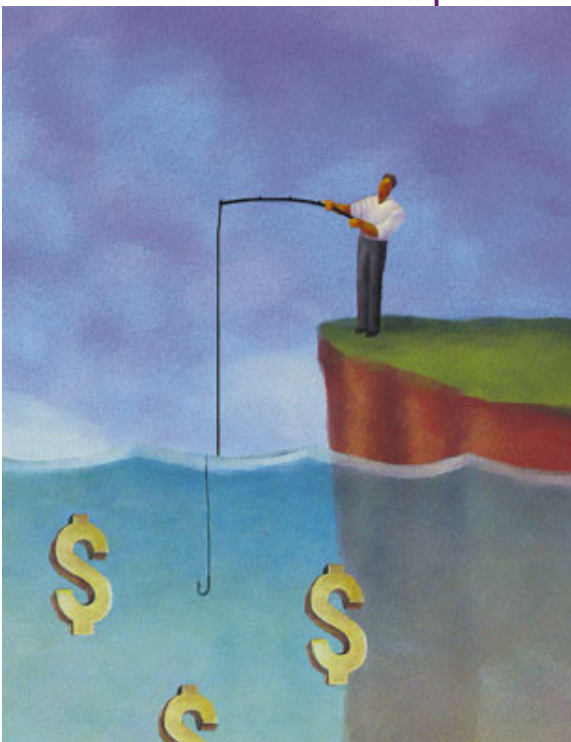
The fourth method is the per-project method. Using this approach you define your sales goal for each project you undertake, and determine how much money it will cost to achieve it. If, for example, you get a 1% return on flyers and you want to elicit ten responses, you will need to deliver at least 1,000 flyers to your targeted area. If the flyers cost you \$30 and you pay someone \$20 to distribute them, your total budget, based on your desired response objective will be \$50. If you plan to do this six times during the year, you will need to allot \$300 (6 x \$50) for flyer campaigns.

## Ad Allowance Per Client

The fifth method is the ad allowance. If you know from experience that it costs about \$100 to sign up one new client, then you will be able to come up with a sound ad budget. For example, to attract 30 new clients per month at a cost of \$100 per client means that you're marketing budget should not dip below \$3,000 a month.

The ad allowance experience factor is determined in a service-based business by dividing marketing expenditure for a year by the number of new clients attracted. For example, if your desired sales objective is to sign up 30 new customers from a particular advertising campaign and your closing rate is 70%, you will need to elicit a minimum of 43 responses. ( $43 \times 70\% = 30$ ).

If you estimate your response to be 5 to 10 inquiries per week from a quarter-page ad, you will need to run your ad for a five to ten week period. Multiplying the cost of the ad by the number of insertions will then determine your media cost. To this you must add any costs you incur in the production of your ad. Sometimes you can alter the number of insertions necessary to accomplish the goal by going to a larger size ad. In retail it's a little more difficult to figure out, but by carefully analyzing sales data it can be done.



## Reverse Engineering Your Budget & Your Strategy

To come up with a budget that really makes sense for your unique situation, you have to reverse-engineer the whole equation. This means working backwards from your intended goal as you analyze the steps required to achieve it.

The first question to ask yourself is what kind of sales do I want to achieve? If you don't have a very specific idea of how much money you need to gross, and ultimately net, you're already starting behind the eight ball.

Once that important figure is determined, you need to make your best "guestimate" about how much money you will have to spend in order to attract enough customers to allow you to reach that figure. For example, if your business is presently grossing \$250,000 and you want to increase it to \$500,000, you need to figure what it takes to generate 100% additional business.

**The first question to ask yourself is what kind of sales do I want to achieve?**

In simple terms, here is what I do with most of my clients. Let's take a service-based business like a dance school, chiropractor, or computer consultant. Let's say the business typically takes 40 prospective calls or walk-ins per month in order to get 30 people to try out the service. Of those thirty people, let's say 20 usually sign on as clients. Now the marketing problem is clear: How do we get 40 prospects per month?

When I ask my clients how they will talk with 40 prospects a month, it starts out quite easy. For example, they might get...

**7 people who will call from the yellow pages...**

**6 who will come from a weekly ad in the local newspaper...**

**5 people who will be generated from referrals...  
and**

**2 people who will walk in by accident**

This gives them a monthly total of 20 prospects per month with very little marketing effort. The questions now are how much do we have to spend, and where will we spend it, to attract 20 **more** prospective clients to allow us to reach our new client goal, and therefore our income goal.

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*I might suggest that...*

**#1. A promotion or publicity event during the first week of the month might bring in 5 people.**

**#2. An additional ad in a second publication in week two might be good for 3 people.**

**#3. A direct mail campaign in week three to a very targeted group might be good for 7 people.**

**#4. A more focused referral program would bring in another 5 people.**

The point is this. Once you know how many prospects it takes to make a sale, and how many sales it take to make the income you want, you must commit to reverse engineering the problem, and however nebulous it might seem, give a goal to each and every marketing opportunity that comes along. If you are just starting a new business you must get this information from others in similar lines of work. That's just a matter of picking up the phone. In practice many methods will overlap, but just by going through this process and aiming at a real target you will at once accomplish two things...



**First, you will have taken a quantum leap in your business career — past all your peers who undoubtedly do not take such focused aim.**

**Second, you will have a far greater focus on producing results rather than just being busy wasting energy and resources.**

The key, of course, is to first use the methods that put people into your business for free or at very little cost. Then you can steadily go up the ladder to the methods that are more costly in time, money, and effort. Flyers, for example, are cheap to produce but they are expensive when it comes to the length of time it takes you to hand out thousands. Direct mail tends to be expensive, but it's very targeted and when done right brings excellent response. You must weigh up your unique situation and try to maximize your response based on the time, money, and resources at your disposal.

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## What should you expect from an ad?

To maximize your response effectively you must have some idea what to expect from different forms of marketing. While the key to figuring that out will always be experience, either yours or that of someone in a similar business, there are a few things to always consider when marketing. Since advertising is perhaps the most common and costly marketing vehicle, I'll focus my comments on factors that will influence your advertising response rates.

First, you must make sure you have chosen the right ad for the target audience you are trying to reach. Assuming that you have chosen an appropriate ad, and that the ad itself is technically and graphically sound based on the principles in the “**Ten Commandments of Powerful Print**” (Chapter 9) program, what type of response should you expect? Well, that depends on several factors.

**First, you must make sure you have chosen the right ad for the target audience you are trying to reach.**

### 1. Media selection

First, consider the media you choose to run your ad in. In some areas local newspapers are very well read; in others they are not. Make sure yours is read by asking current customers if they read it, and ask other local businesses that advertise whether or not they are getting an adequate response. You find out that they are getting a satisfactory number of calls, so you decide to run a 4"x4" ad and you call the sales rep and ask him to drop by.

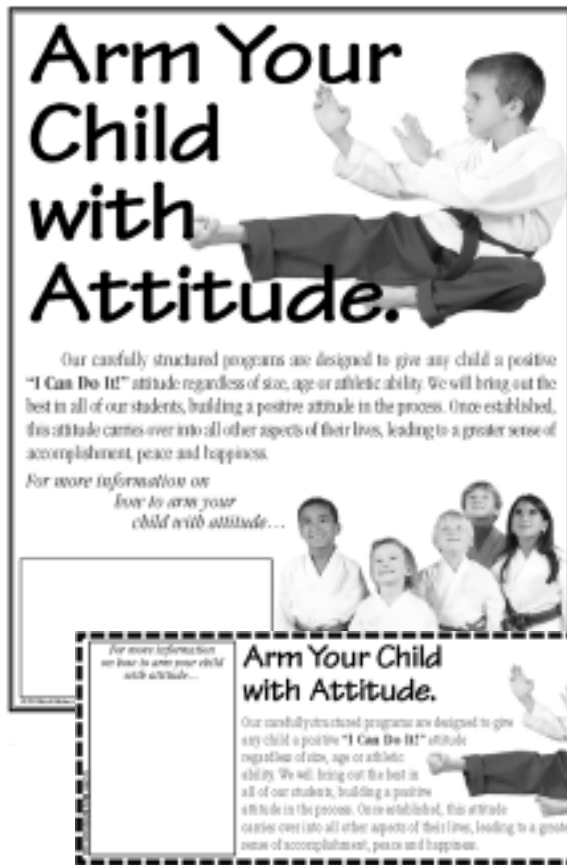
**What, not so fast!** Did you pick the right day to run your ad?

### 2. Number of insertions

By running an ad one time, especially in a daily or weekly publication, your ad only hits the people that read that publication that day or week. By running smaller ads a number of times over a period of a month, you can reach two to three times the number of people, thus increasing the visibility of your business.

When advertising in a single medium for extended periods of time your response will be greater if you change ads every three or four weeks. After seeing the same picture for several weeks, people stop looking at the ad even if the





text is different. The picture sends them a mental signal that the ad is unchanged. This does not mean you have to do something completely different, indeed you should run the same theme for as long as it pulls customers, but vary your pictures and copy within the context of the same theme.

### 3. Ad size

A larger ad will pull more than a smaller ad. If your budget permits, you can get more responses over a shorter period of time by increasing your ad size from, say, a quarter page to a half page. For all practical purposes, a half-page ad will be just as effective as a full-page ad when you factoring the number of responses versus the increased cost of the larger space. Of course, you may come across exceptions to this rule of thumb.

### 4. Timing

The fourth factor, the timing of your ad, is also very important. Run it in the new year in the karate or health club business and the phone will ring off the hook, as people are in a mental self-improvement mode, you know, New Year's resolutions and all! Run exactly the same ad around Thanksgiving, and you may be lucky to get 1 or 2 calls. Timing, as they say, is everything. Unless you are in retail, it's best to avoid holidays when planning an ad campaign. Holidays throw people off schedule, they go on vacation and often don't read the paper like they might on a regular day when they have little else to do! This does not mean that you should not advertise these months, only that your expectations should be set lower.

### 5. Ad positioning

Another major factor that can affect the success of your ad is where the publication decides to place it. In many publications you can pay extra for premium placement, in others it's potluck. If your ad appears on the front or back page, you will dramatically increase your level of response. If you are on page 3, right next to a picture of the winner of last night's Miss Cornbelt contest, expect an increase in calls, especially from men! On the other hand, if your ad is buried at the end of the paper next to an ad for Jones Funeral Parlor, response will be down. If your ad runs on the same page as that of a similar type of business, even if your ad is better, (which, after reading to this program it no doubt is), response will drop a little.



Each of these five variables can affect your response, even when you start with a good ad. You must try to limit as many of these outside factors as possible in order to get maximum response from any advertising campaign. Then test different headlines, graphics and offers. Some will pull better than others, but it's only through testing that real results can be measured. Advertising is, in the end, a blend of art and science. All you can hope to do is control as many of the outside factors as possible to maximize your response.

## Set A Schedule

Once a budget has been decided upon and goals for response have been set, the next thing you need to do is decide upon a schedule. Obviously, there are certain times you should run ads and certain times you should *not* run ads.

**For the best results you will want to set a schedule that gives you a good marketing mix.**

Most businesses know it's a waste of time running ads in the middle of July unless you sell barbecues, fireworks, or beach wear. It's also typically bad for most service-based businesses to run ads the week of any major holiday.

**Why?** Because people get off schedule, they go out of town, they're not reading the newspaper, or whatever you're sending them. It's typically bad to advertise at Christmas unless of course you are in retail; that's when 90% of retail advertising hits!

So, there are certainly times when it's not good to run ads. However, during those times, you might want to run special promotions, such as a **Summer Picnic** in July, or a **Friends & Family Shopping Day** in November and December.

For the best results you will want to set a schedule that gives you a good marketing mix. Part of your marketing program is spending money on ads. Part of your marketing program is spending money on newsletters, customer service and retention. Part of your marketing program is special events. Part of your marketing is promotional events, like parties, publicity stunts and contests.

Sit down with a calendar and plug in the things you know you're going to do well in advance. Let's say January is the time you typically get some of the best response to your ads. So we'll put our money into advertising in January. We're also



going to put our money into advertising in March, April, and May. Then we will skip the summer months and start again in September to catch the back-to-school market with a direct mail campaign. You can decide to hold a **New Year's Eve** party on December 31st, a **Summer Picnic** on July 4th, and schedule a **Friends & Family Shopping Day** in late November. Sit down and plan out at least a rough sketch of the different events you're going to have and the amount of money, time and effort each event is going to take to accomplish.

Going through this simple exercise and putting it on paper will give you a much more focused look at your marketing efforts and will be an excellent help in the next part of your campaign... **ACTION!**



## Focused Action

The most important part of any marketing plan is, of course, the implementation. Many business owners are so busy being busy that they forget to focus any of their time on the one part of their business that makes everything else possible, marketing. It's truly amazing how little time most business owners spend on this critical area. They are so busy manning the store, making widgets or servicing existing clients that there just doesn't ever seem to be time left to market!

Before I go on, let me share with you the reason why 95% of all businesses fail? *Are you ready?* **LACK OF SALES!**

Have you ever heard of a business going broke because too many people wanted to buy their products or services? You can point to other causes of failure but right there you have the one that counts! Lack of sales is a condition that is typically brought on by lack of marketing, which in turn falls into three categories...

- #1. **No planning — Shotgun approach to finding new business...**
- #2. **No money or budget to market...**
- #3. **No time to market.**

The first and the last categories are the critical reasons. There is so much you can do to market a business that costs



**As with anything in life, success in marketing your business takes discipline.**

little or nothing. By now you know there is no way you would want to shotgun market, so that just leaves the last reason, time. How much time do you commit to your marketing efforts each week? Almost certainly not enough. After all, there are so many other things to do in running a business, yet when all is said and done, nothing is more critical to your business's success than the amount and quality of the time you spend marketing.

Somehow, you have to find the time to focus on marketing issues, and the best way to do that is to simply schedule time in your day planner for marketing, just like you would a doctor's appointment or lunch with an important client. Remember this, both business and life have a habit of mirroring where we spend our effort. If we spend our effort staying fit, we stay fit. If we expend effort eating and drinking, we get fat. If we spend effort learning how to build model planes, we get good at building model planes. If we spend our effort on marketing, we get better at it and our business grows. If we ignore our marketing efforts, or merely relegate them to the second rung of the operational ladder, we may build the world's greatest widgets, but people will still not beat a path to our door.

As with anything in life, success in marketing your business takes discipline. You have to find the time, put in the effort and actually take action in order for things to get better. While you can't possibly implement every idea in this program, you can pick one or two and start working on them, right away.

Pick something simple at first and remember the jigsaw puzzle analogy. Build your marketing effort one piece at a time. Build on small success and keep building, adding methods and ideas each month to the solid foundation you have begun to lay.

## **Lead Management**

Once budgets have been set, schedules decided upon and action taken, the next part of conquering your market is managing your leads. Use your contact management system to keep notes and records on your customers and prospects. Know where your leads are coming from and track them. The more you utilize the computer to track and manage your marketing effort, the quicker your business will achieve





success, the more organized you'll be, the more time you'll have, and the more money you'll make. If you're not making optimum use of your lead management system, make sure that you commit to get everyone on your staff up to speed.

## Monitor Your Results

Once leads have been gathered, the final part of your marketing plan is to set dates to evaluate your results. I'd recommend that you break your marketing campaign down into four separate quarters and evaluate the results of your campaign at the end of every 90-day period. By doing this, you can adjust your marketing plan up or down to stay on track with your income goals at the end of the year.

At the end of the year, you need to sit down and look at your marketing plan and decide what worked and what didn't. You need to evaluate every ad, every promotion and every event and decide whether the time, money and effort that was spent on this particular item brought you the type of return that makes sense. This is a cost/benefit analysis. Did the money you spend bring you the type of benefits you wanted it to bring you? You might find, when you do this at the end of the year, that certain things worked and certain things didn't. Of course, the following year you're going to want to do more of the things that worked and less of the things that didn't.



## The 60 minute marketing plan

Marketing plans don't have to be all that complicated. In fact, you can do a perfectly competent job on two sides of a single sheet of paper provided you ask and answer the right questions...

### #1. Who are your customers? And how are they segmented?

Segmenting your market is of vital importance to maximizing your marketing results. Not all clients are created equal, in fact the vast majority of them are hardly worth the effort. You must segment your customers into different profiles and analyze what's important to each group. From this information you can decide which markets you should pursue and which to just let take their own course. With this in mind, you can target your message and your media to hit the most profitable groups.



## #2. What is your USP?

Trying to be everything to everyone is a sure way not to conquer your market. You must decide on your core business and build a **Unique Selling Proposition** around what you do best. To define your USP you must answer the questions...

1. What is the word I want to own in the minds of my customers?
2. What one thing do I do better than anyone else around?

Once you have decided upon a position, you must stay focused and use your USP as a guide to both marketing issues and business decisions. You must make your marketing congruent with your USP message so it builds and grows in the minds of your customers.

Once you find a good marketing message, ride it for all it's worth over and over again until it's burnt into the collective consciousness of the people in your market.

Finally, you must remain consistent with your marketing message. Resist the temptation to change for change's sake. Once you find a good marketing message, ride it for all it's worth over and over again until it's burnt into the collective consciousness of the people in your market.

## #3. What products or services will you sell? And how much of each do you intend to sell?

When it comes to packaging and pricing it's very, very important that you don't get caught up in the trap of doing what you've always done. Because if you do what you've always done, you'll get what you always got. Don't follow the herd in your industry, challenge your existing packaging of products or services.

Set prices based on what you want to make and the commitment you are willing to make. Consider the multitude of different ways, with corresponding prices, to offer your services to get where you want to go. Then narrow your offerings down to three clear options.

## #4. What is your marketing budget?

What are the most cost-effective ways of reaching your target market? There are hundreds of possibilities, which five or ten ideas make the most sense to you? How much will you allocate for each method of marketing? What do you expect in return?



Set specific goals for each and every marketing effort you make. If you run an ad, set a figure in advance for how many calls and sales you hope to make. If you start a newsletter, set a specific goal as to how you expect that to increase customer retention.

Marketing undertaken without a specific goal is money wasted. How will you track the effectiveness of each method? How often will you review your results and modify your plans, if needed?

Answer these questions and you will have the foundation of a very competent marketing plan on a couple of sheets of paper. Now, find the time to take action, choose the weapons you feel are most effective for your market, and implement your plans.

## Planing Your Attack

To conquer your market with a one-man army, you must first determine your budget by reverse-engineering what it is you want to accomplish financially in your business.

Once you know your target, start choosing your marketing weapons based on their specific ability to help you reach your goals.

Set a schedule 12 months in advance, broken down into four 90-day action plans.

Be sure to use a mix of different methods to attract people to your cause in different ways.

Understand that plans aren't worth a hill of beans unless they are backed with focused action.

Once you have decided on a marketing course, give it the time and effort it deserves and see it through to its logical conclusion.

Once a campaign has been enacted, take all your leads with care and treat them like gold.

Based on the information you gather about the success of each individual project, log your results and monitor which projects produced the greatest bang for your buck!

Based on your results, redeploy your forces both financially and effort-wise into those areas that are producing the greatest response.



Above all, stay flexible in your willingness to try new approaches and to improve on those projects that already produce a fair return.

*As a final word, I'd advise you to start with the simple stuff. The stuff that takes very little time, money or effort. Then build from there as you slowly but surely infiltrate enemy territory and conquer your market!*

