

N **B.S.**

DIRECT MARKETING

THIRD EDITION

**THE ULTIMATE
NO HOLDS BARRED
KICK BUTT**

**TAKE NO
PRISONERS**



DIRECT MARKETING FOR



**NON-DIRECT
MARKETING
BUSINESSES**

Dan S. Kennedy

What Kind of Breakthrough Results Should You Expect from Direct Marketing for Non-Direct Marketing Businesses?

I have been meaning to write to you for a long time, to thank you for changing my life. Quick background: when I was 20 years old, I served a two year Mormon mission in the Philippines. Having seen all the custom sports uniforms made there, when I came home I started a business selling custom team apparel to high schools and colleges, in 2006, with \$200.00 of capital, sleeping on the floor of my brother's living room. Also, with zero business experience and no one in my family with any, I went to BYU and majored in

Entrepreneurship. I was named BYU's Entrepreneur of the Year, yet I graduated knowing nothing about marketing and selling. Graduated. Married.

Still with a struggling business. While looking for answers at Barnes & Noble, I came across your book, *No. B.S. Guide to Direct Marketing for Non-Direct Marketing Businesses*. It blew my mind.

Then I bought everything of yours I could afford. My business went from \$50,000.00 a year to \$2.5 million in just five years. I am now in the process of selling my company to a big player in the industry for a multimillion-dollar sum plus they want to bring me on as an executive at four times the salary I've been paying myself! You ARE "The Millionaire Maker"!

—Steve Rosenback, Garb Athletics

Dan has literally eliminated the B.S. in explaining great ways to make more sales.

—Tom Hopkins, from his introduction to Dan's *No B.S. Sales Success* book (Tom Hopkins is world-renowned as a master sales trainer. www.TomHopkins.com)

It was Kennedy-style marketing that fueled an exceptional restaurant business. We received 64 People's Choice Awards, I gathered **over 63,000**

customers, I had 6 to 14 different promotions going on *simultaneously** each month (*a Renegade Millionaire lesson I learned from you), we grossed over \$6.5 million a year with about \$1 million in profits. An independent restaurant valuation firm analyzing the business for its sale said that, “less than 5% of the 945,000 food service establishments in the U.S. employ the advanced techniques and get the outstanding results Nakama has enjoyed as a direct result of its marketing.” They stated that my restaurant was three times more successful than comparable restaurants because of my marketing. Ultimately, I sold the business. I’m beginning a new journey as an entrepreneur and a coach.

—Becky Auer, www.profitcatapultbusinessschool.com

My friend Dan Kennedy is unique, a genius in many ways. I have always admired his ability to see the vital truths in any business and to state these realities with straight language and clear definitions. His approach is direct.

His ideas are controversial. **His ability to get results for his clients is unchallenged.**

—Brian Tracy, from his introduction to Dan’s *No B.S. Business Success* book (Brian Tracy is one of America’s most sought after speakers and the author of dozens of business books. www.BrianTracy.com)

THE
NO B.S.
GUIDE TO
DIRECT
MARKETING
THIRD EDITION
BY
DAN S. KENNEDY
GKIC

With special guest chapters from
Craig Proctor • Ben Glass



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Contents



PREFACE

The End of Advertising and Marketing as You Know It

Who to Model Your Marketing After?

Crossing the Great Divide of Advertising and Marketing

*Down from the Top of the Success Mountain, the Ten Commandments of
Direct Marketing (for Non-Direct Marketing Businesses)*

Book Road Map

SECTION I

FOUNDATION

CHAPTER 1

The Big Switch: Why Direct Marketing for NON-Direct Marketing Businesses?

*Why Is There so Much Lousy, Unproductive, Unprofitable Advertising
and Marketing Out There, Anyway?*

Yes, Salvation Is within Reach

The Ten No B.S. Rules of Direct Marketing for Non-Direct Marketing Businesses (My Ten Commandments)

CHAPTER 2

An OFFER They Can't Refuse

Rule #1: There Will ALWAYS Be an Offer or Offers

"Shined Shoes Save Lives,"

Two Types of Offers

The Important Concept of Threshold Resistance

The Hybrid Approach

Rule #2: There Will Be a Reason to Respond Right Now

CHAPTER 3

Make Them OBEY ORDERS

Rule #3: You Will Give Clear Instructions

The Clearer the Marching Orders, the Happier the Customer

The Power of Good Directions

CHAPTER 4

No Freeloaders

Rule #4: There Will Be Tracking, Measurement and Accountability

Rule #5: Only No-Cost Brand-Building

Why, When, and How to Do UN-Branded Advertising

CHAPTER 5

No HOLES in the Bucket

Rule #6: There Will Be Follow-Up

How to Find an Extra Million Dollars in Your Business

What Does Follow-Up Look Like?

Important Reminder: Obey ALL the Rules

CHAPTER 6

Shouting Louder

Rule #7: There Will Be Strong Copy

The Four Chief Sales Copy Mistakes (That Smart DIRECT Marketers Do Not Make)

CHAPTER 7

Tux, Tails, and Top Hat or Coveralls and Work Boots?

Rule #8: It Will Look Like Mail-Order Advertising

CHAPTER 8

Money in the Bank

Rule #9: Results Rule. Period.

It's Going to Get Weird. Embrace the Weirdness.

CHAPTER 9

No Chocolate Cake for You!

Rule #10: You Will Be a Tough-Minded Disciplinarian and Put Your Business on a Strict Direct Marketing Diet

BASIC Direct-Marketing Tools List

CHAPTER 10

The Results Triangle

Message-Market-Media

Markets: How to Discriminate for Fun and Profit!

Message: How to Speak Magnetically to Your Chosen Market

Media: How to Deliver a Magnetic Message to Your Chosen Audience

CHAPTER 11

The SECRET to Infinitely Higher Response: The Dale Carnegie Secret on Steroids

CHAPTER 12

Direct-Response DIGITAL Marketing by GKIC

Keywords Are Critical

Test, Test, Test

Follow-Up

Reviews Speak Volumes

Make Your Websites Work, Not Just Show Up

CHAPTER 13

How to Create Business Equity and Competitive Advantage with Lists

CHAPTER 14

Why and How to Build a Sales Funnel by Darcy Juarez, GKIC

The Why

The How

SECTION II

APPLICATION

CHAPTER 15

You Can Attract Your Ideal Customers, Clients, or Patients: Why Settle for Anything Else? by Ben Glass

*If Lawyers Can Solve These Marketing Problems, Then It's Gonna Be a
Piece of Cake for You in Your Business*

*Here's the Old Way Lawyers Solved the Problem of Breaking Through
the Clutter*

Magnetic Marketing Changed My Life

*Five Secrets to Using Direct-Response Marketing to Market Your
Professional Practice*

CHAPTER 16

They All Laughed When I Stopped Selling My Products— Until I Became a Top Agent and Transformed My Entire Industry by Craig Proctor

Breakthrough #1: The One Reason

Breakthrough #2: Replace Image Ads with USP Ads

*Breakthrough #3: The Most Effective and Least Expensive Way to
Generate Leads Is to Offer Prospects Something They Want and
Make it Easy and Non-Threatening for Them to Get It*

*Breakthrough #4: Instead of Advertising What You “Have,” Call Out to
Your Prospects by Advertising What They “Want,”*

Breakthrough #5: People Do NOT Want to Be Sold

*Breakthrough #6: Replace Your Property (Product) Ads with My Wide-
Funnel Ads that Offer Lists of Homes Your Prospects Cannot
Eliminate*

*Breakthrough #7: Increase Demand by Creating Competition and
Urgency*

*Breakthrough #8: Always Find Innovative Ways to Get Prospects
Hunting You Rather Than You Chasing Them*

CHAPTER 17

An Optometrist Who Achieved Unexpected Success with Direct-Response Marketing by Nick Loise, GKIC

Consider a Book

Beyond the Traditional Business

Relationship Strategy

CHAPTER 18

My Pink Lawyer's Road to Success Is Paved in Pink by Nick Loise, GKIC

Action = Results

Call to Action—Always!

SECTION III

RESOURCES

A Special Invitation

Direct Marketing Businesses to Study

Retail

Professional Practices

Sales Professionals

B2B

Miscellaneous

About the Author

Other Books by the Author

Index

PREFACE



The End of Advertising and Marketing as You Know It

In the first edition of this book, back in 2006, before the recession, before the explosion of social media and the importance given it as a marketing medium, before all sorts of new media demanding business owners' attention, I wrote: most small-business advertising and marketing stinks. I said: monstrous sums are wasted and opportunities lost. My position hadn't changed by the time of the second edition in 2013. As more and more and more ways to deliver advertising and marketing messages have been created and popularized, the effectiveness of it has declined and the intelligence governing it has sunken to new lows. Now, as I write this, 11 years after the first edition, businesspeople are more the "advertising victims" than ever: confused and overwhelmed and hollered at, told that they *must* do this, that, the other thing, more and more—just to get the same results. Or less. I am here to mute the noise. To guide you to clarity about a relatively short list of fundamental principles and strategies that can prevent you being lost in a deep, dense forest of media demanding your attention, time, and

money.

Who to Model Your Marketing After?

There is an old story about the motorist caught in the densest fog imaginable, unable to see anything but the tail lights of the car in front of it, so he stayed very close, grateful for the guiding lights but fearful of falling back and having to navigate on his own. Suddenly, the car in front came to a dead stop, and he rammed into the auto's rear. He jumped out, enraged, yelling at the driver he'd been following about the stupidity of making a sudden stop in such impenetrable fog. The guy said, "I'm sorry, but I always come to a stop when pulling into my garage."

Modeling can be a powerful, efficient, and profitable strategy, but only if you choose the right model.

We can begin with the radical, challenging idea that just about every thing you see BIG business doing is wrong for you—if you run a small business, a private practice, a service enterprise, or even a midsize, growth company. Big companies have different objectives, agendas, and constituencies to satisfy, and CEO egos to salve, as well as different resources and depth of resources than you do. If you study them at all, you must time travel to examine what they did in their journey from start to small and ultimately to big, not what they do now. If the rabbit emulates the lion and sits on a rock, doesn't move, and roars loud and often, all the rabbit accomplishes is making it easier for predators to find him and eat him. A mouse using a lion as his model is a fool indeed.

It's also worth noting that, very often, the bigger a company grows, the dumber it gets. This is the result of having more and more people in it spending somebody's money other than their own and being safely distanced by bureaucracy from direct and immediate financial consequences from their decisions and from where rubber meets road, on the store or showroom floor, face to face with customers, clients, or patients. These people are insulated from reality and very vulnerable to charlatanism prevalent inside ad agencies, social media agencies, and other shovel sellers. In the great Gold Rush, more money was made by the sellers of shovels—mules, mining equipment, and

tools, and maps—than by those actually searching for the gold. It's dressed up differently today, but the truth is unchanged.

Today, there are even a lot of retailers very visibly trying to build up their web presence and ecommerce, largely because Amazon has stepped into their territory in a big way, and because “everyone else is.” They are often mystified and frustrated that they are losing money following Amazon, ignoring the fact that Amazon doesn't make any money with its ecommerce either! Amazon's still trifling profits relative to its Amazonian size and growth come from being a search engine and platform for other companies, its cloud services, and other sources that have nothing to do with them selling shoes or food or lawn furniture. The Amazon Factor is real, but blindly following Amazon as your model because they sell pet supplies and you have stores that do too is a fast track to bankruptcy. Many seeming ecommerce merchants aren't being fed by online media either. You may see a company like Boll & Branch (luxury bedding) or Zyppah (stop snoring) as ecommerce or pointed to by sellers of online advertising as proof of its power, but much of their online traffic is being created offline, with direct-response radio, TV, print, and direct mail. They use hard-core, classic principled direct response, adhering to and demonstrating the approach I'm giving you in this book. Be cautious about importing too much significance to any big company's observed activities or methods, to any business seeming to be driven by online advertising, to Amazon, and most important of all, to your own peers who are influenced by inappropriate models.

The fact is that most of your peers are blind mice leading other blind mice. The proof is in the financial facts of every category of business, every profession, every sales organization, every population: 1% create tremendous incomes and wealth; 4% do very well; 15% earn good livings; 60% stall, stagnate, and struggle endlessly; and 20% fail. See [Figure P.1](#) on page xv. Working back up, you have an 80% poor/20% prosperous ratio, a 95% vs. 5%, even a 99% vs. 1% ratio. Thus, the overwhelming majority of your peers are engaged in marketing that fails them, intellectually and emotionally committed to that failed and failing marketing, and bloated with opinions about why you should follow the same path to frustration and failure. If you refuse, deviate, or even dare to question the validity of this path, your peers and friends, and sometimes employees, react violently. They mock, they criticize, they shame, they shun. It's important to remember that every critic

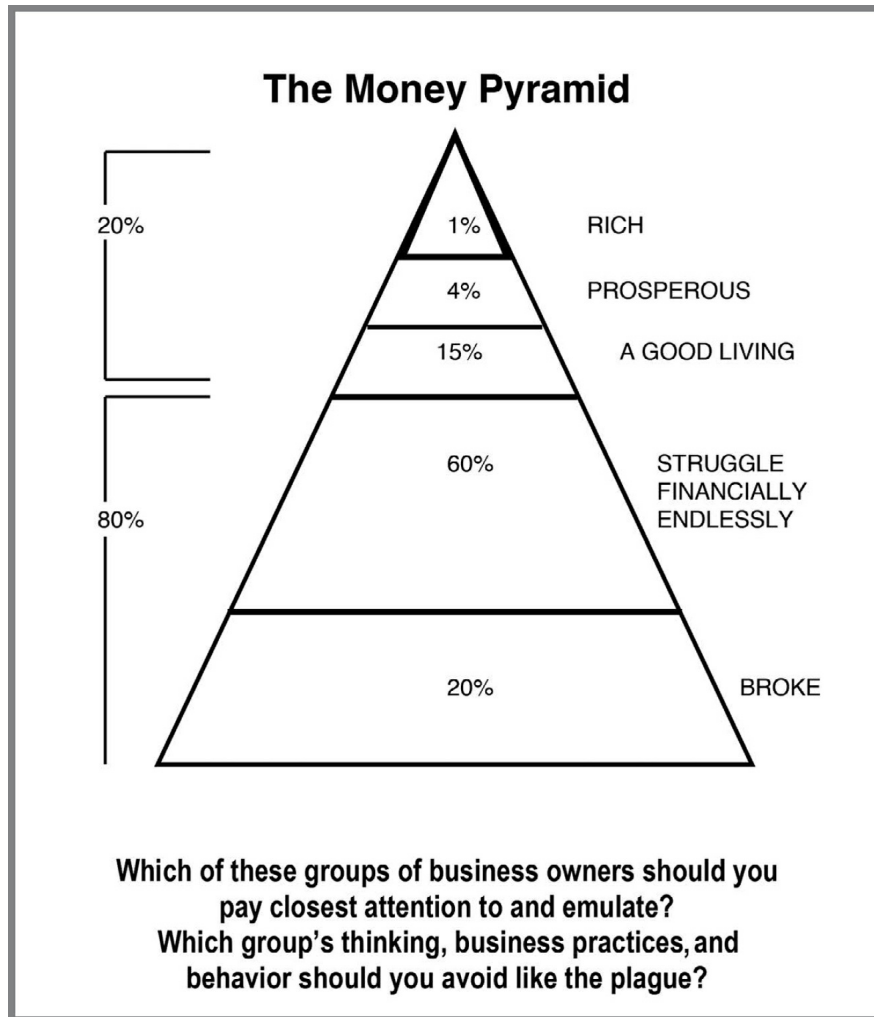
has his own agenda, whether conscious or subconscious.

Crossing the Great Divide of Advertising and Marketing

The principle that what you see others doing is not necessarily what you should be doing—especially if they have a different agenda than yours—is a challenging idea.

Next, I offer the even more radical and challenging idea that pretty much everything you think you know and have been conditioned to believe about marketing is wrong. Here, I am going to expose The Great Divide.

FIGURE P.1



On one side, the majority of companies and business owners who are married to very traditional, mainstream, brand and name visibility driven, largely unaccountable advertising and marketing. Most of the money invested in it is based on faith and hope. Many people think, falsely, that by using new media they are doing a new kind of marketing. In truth, they merely move the same bad advertising and flawed marketing from one place to another. Also on this side are a lot of big, dumb companies with mixed and mixed-up agendas, with marketing media and message decisions driven by top executives' egos, by the need to impress Wall Street bankers, by the pursuit of favorable recognition in their industry. Sometimes there are legitimate in-industry political considerations. All this puts accountable return on investment low on their priorities, but for you, it probably is or should be priority number one.

On the other side, a smaller ragtag band of rebels and rogues and renegades who use *direct* marketing. This book will expose the Great Divide between the two. Moons ago, the greatest ad man of the Mad Men era, David Ogilvy, credited us—the direct marketing rogues—with being the only people using advertising who actually knew what we were doing. He made this pronouncement despite leading a traditional ad agency, as a criticism of his own people and of his own clients! He was right then. It's truer now. Most, yes, *most* of what you see done in advertising and marketing is being done by people who don't know what they are doing.

If you get it, really get this, you'll smack yourself in the head for not seeing it all sooner, on your own. You'll be in awe of how much sense it makes. You'll never look at an ad, sales letter, website, etc., the same way again. You'll be ruined toward traditional advertising for life. You will make major changes in your own advertising and marketing—fast. When you do, you *will* be argued with, ridiculed, and criticized by employees, peers, competitors, maybe even family and friends. You will need depth of understanding about direct marketing to stay strong. The astounding results you'll see from full conversion from ordinary marketing to direct marketing will convince you, but know you will need courage and discipline to stay your new course. I promise you that being thought a fool or misguided renegade and having millions of dollars trumps being thought of as “normal” and “correct” and “proper” and barely making a living.

For the record, my private clients combined invest at least \$500 million a year in advertising and marketing following my advice and methodology or having me at the helm, but most are small businesses, groups of small businesses, private practices, groups of private practices—not huge entities. They are entrepreneurs getting their companies onto the INC. 5000 LIST, not the FORTUNE 500 LIST. Significantly, 85% of all clients who work with me once do so continuously or episodically—that's a fact spanning over 40 years. I get nearly obscene amounts of money to advise entrepreneurs exclusively on direct marketing, and to craft sales copy and marketing systems for them. My current fees begin at \$19,400.00 for consulting days, and project fees range upwards from \$100,000.00 to \$1 million, plus royalties, and my fees have more than doubled over the past ten years. I am busier than I wish to be. I tell you this not to brag, but to impress on you the extremely high value of the information in this book. I know how to produce

RESULTS. Not brand awareness,* visibility, likes, followers, or other fools' metrics. Results. *Money*. Nothing, and I mean NOTHING, can have as positive and dramatic impact on your prosperity as crossing the Great Divide to being a Direct Marketer—regardless of your particular products or services, other deliverables, or size of business. This book is not about doing *better* marketing. It is about a total conversion to entirely *different* marketing.



Resource Alert!

* My approach does brand-building as a byproduct of direct response, not as a purchased and costly objective and exercise of its own. A companion book to this one, *No B.S. Guide to Brand-Building by Direct Response*, provides the game plan for business owners concerned about branding.

Down from the Top of the Success Mountain, the Ten Commandments of Direct Marketing (for Non-Direct Marketing Businesses)

You will get “THE RULES” from me. (The “Ten Commandments” are on page 9.) All my life I’ve been a rule breaker, so laying down these Rules is a bit odd. But when all this is new, it’s best to have strict and rigid and relatively simple Rules and to adhere to them. With depth of understanding, successful experience and ability, you can later inject creativity and innovation and develop a system uniquely your own. For now, my Rules will rule.

I am often asked about and for flexibility, and often criticized for my

rigidity about these Rules. Let me be absolutely clear: anybody who argues for flexibility and encourages you to inject your own opinions into this is a danger to themselves and others. The next time you fly across country, pray your pilot is rigidly, unerringly adhering to The Rules for take-off, flight, and landing. Pray he doesn't think it'd be more interesting to fly upside down, sideways, blindfolded, or after having a couple whiskey and sodas. His strict, perfect adherence to THE Rules is vital. Yes, Captain Sully famously threw out the rulebook and defied protocol for his miracle landing on the Hudson River. Let's see that done ten times in a row. Also, he was under extreme duress in a dire crisis. You should want to do things that work consistently, ten times, ten thousand times in a row, and with which success and profit is *not a miracle!* For that, you will master and adhere to the Rules that I share here. You will master an entire A-to-Z process based on these Rules. And you will see Examples here in the book, and suggested for you to go and see online, that demonstrate and prove The Rules. Out the back of all this, you will be able to transform your business into an infinitely more powerful direct marketing business—if you dare.

You'll find I've brought in a few select experts in this, for this edition. First, my colleagues at GKIC. GKIC is the largest membership organization of small to midsize business owners, private practice operators, sales professionals, and entrepreneurs committed to direct marketing. The businesses of the members are incredibly diverse. They can be found throughout North America and all around the globe, and they are easy to spot by their renegade, direct-response advertising and marketing. Several people from GKIC's leadership team have contributed here. You can explore GKIC at, of course, GKIC.com.

There are also two guest contributor chapters from long-time clients of mine who are expert practitioners of the methods in this book as well as leaders in their particular industries or professions. They are:

Craig Proctor, the leading business coach to thousands of real estate agents. For much of his own real estate career he was in the top ten of the entire REMAX® organization. Craig has his entire no-cold-prospecting system built around the strategies in this book (www.NoBSrealestateMarketing.com).

Ben Glass has a thriving, growing law practice and the #1 business training and coaching company working with thousands of attorneys.

(www.BenGlassLaw.com and www.GreatLegalMarketing.com)

This is “the bible” for transforming ordinary business marketing into exceptionally powerful, reliably effective, accurately accountable, and sustainable marketing—for any business.

—Dan Kennedy

Book Road Map

Section I—Foundation

Here is my crash course on direct marketing as it can be applied to any business, sales career, or professional practice. Learning or reviewing these fundamentals and agreeing to “The Rules” readies you to create transformational change in your business.

Section II—Application

In this section, you’ll see how direct marketing is actually applied by owners of exceptionally successful non-direct marketing businesses, and get “short lists” of application opportunities for a variety of categories of businesses.

Section III—Resources

Here are referrals to websites where you can see full implementation of direct marketing in non-direct marketing businesses as well as recommendations for educational resources and tools.

SECTION I



FOUNDATION

CHAPTER 1



The Big Switch

Why Direct Marketing for NON-Direct Marketing Businesses?

It is an odd sort of title, isn't it?

If you picked it up hoping for huge breakthroughs in your business, you bought the right book. But first, I have to get these definitions out of the way.

By non-direct marketing business, I mean anything but a mail-order, catalog, or online marketer who *directly* solicits orders for merchandise. It could be a local dental practice, carpet cleaning business, brick and mortar retailer, B2B—IT consultant, CPA firm, or industrial equipment manufacturer. The owners of such businesses do not think of themselves as direct marketers engaged in direct-response advertising, until I get ahold of

them!

Examples of pure direct marketing businesses just about everybody knows are the TV home shopping channels, QVC and HSN; catalogers like J. Peterman or Hammacher-Schlemmer; contemporary catalog and online catalog/ecommerce companies like Amazon and Zappos; businesses like the Fruit of the Month Club; and mass users of direct mail to sell things, like Publishers Clearinghouse.

There are thousands of true direct marketing businesses. Some are familiar to the general public; many, many more are familiar only to the niche or special interest they serve. For example, at any given moment, I have over 50 direct marketers as clients, each selling books, audio CDs, home study courses, and seminars and services by mail, internet and print media, teleseminars, and webinars, which market only to a specific industry or profession—one to carpet cleaners, another to restaurant owners, another to chiropractors, etc. If you are not a chiropractor, you don't know the name Dr. Chris Tomshack and his company Health Source. If you are a chiropractor, it would be hard not to know of him, thanks to his full-page ads in the industry trade journals, massive amounts of direct mail, and other direct marketing. There are also direct marketers unknown by name but known by their products or brands, like a long-time client of mine, Guthy-Renker Corporation, the billion-dollar business behind TV infomercials for Pro-Activ® acne creams and many other products made into brands. What all these have in common is their fundamental process of selling direct via media to consumers, with no brick-and-mortar locations or face-to-face contact required.

These are not the folks this book is for, even if they are the kinds of entrepreneurs I work personally with a lot. They already know everything in this book, and live and prosper by it.

*This book is for the owner of a brick-and-mortar business, a business with a store, showroom or office; a restaurant; a dental practice; an accounting practice; or a funeral home that is some kind of ordinary business, one most likely local and serving a local market. These are the entrepreneurs who have populated my audiences for four decades, subscribe to my newsletters, and use my systems to **transform those “ordinary” businesses into extraordinary money machines that far, far outperform their industry norms, peers, competitors, and their own wildest***

imaginations. How do they do it? The big switch is a simple one to state (if more complex to do): they switch from traditional advertising to *direct-response* advertising. They stop emulating ordinary and traditional marketing and instead emulate *direct* marketing.

Most “ordinary” businesses advertise and market like much bigger brand-name companies, so they spend (waste) a lot of money on image, brand, and presence. But copycatting these big brand-name companies is like a rabbit behaving like the lion. It makes *no* sense. The big companies have all sorts of reasons for the way they advertise and market that have nothing to do with getting a customer or making sales! Because your agenda is much simpler, you should find successful businesses with similar agendas to copycat. Those are direct marketers. You and they share the same basic ideas:

1. Spend \$1.00 on marketing, get back \$2.00 or \$20.00, fast, that can be accurately tracked to the \$1.00 spent.
2. Do NOT spend \$1.00 that does not directly and quickly bring back \$2.00 or \$20.00.

Please stop and be sure you get this life-changing principle. Be careful who you copy. Be careful who you act like. Be careful who you study. If their purpose, objectives, agenda, reasons for doing what they do the way they do it don’t match up with your purpose, objectives, agenda, then you should NOT study or emulate or copy them!



Big Company’s Agenda for Advertising and Marketing

1. Please/appease its board of directors (most of whom know zip about advertising and marketing but have lots of opinions)

2. Please/appease its stockholders
3. Look good and appropriate to Wall Street
4. Look good and appropriate to the media
5. Build brand identity
6. Win awards for advertising
7. Sell something

Your Agenda

1. Sell something. Now.

Please stop and be sure you get this life-changing corollary principle. Find somebody who is successful, who shares your purpose, objectives, agenda, and pay great attention to what he does and how he does it.

I believe some call this sort of thing “a blinding flash of the obvious.” Well, you can call it obvious if you like—but then how do you explain the fact that 99% of all businesspeople are operating as if ignorant of this obvious logic?

I might add this principle has power in places other than marketing. You *can* eventually get south by going due north, but life’s easier and less stressful, and business more profitable, if you actually get headed in the direction that leads directly to your destination of choice. Emulating inappropriate examples is the equivalent of trudging south to get to the North Pole. Odds are, you’ll get lost, tired, or eaten by a giant iguana long before seeing snow.

Why Is There so Much Lousy, Unproductive,

Unprofitable Advertising and Marketing Out There, Anyway?

No B.S. truth. Most business owners are just about clueless when it comes to advertising and marketing. They are, therefore, often *Advertising Victims*, preyed on by media salespeople, ad agencies, website developers, social media wizards, and others who don't know any more about how to actually produce a customer or make a sale than they do. Anytime you are being guided to decisions and investments that are not *fact* based, and instead driven by popular fads, trends, opinions, and monkey-see-monkey-do pressure, you are being victimized. Direct marketers insist on facts and live by data.

If you try to get a business owner to accurately tell you where his customers and sales come from, what it costs to get a customer from source A or source B, what results specifically come from this ad or that one, he can't. He's guessing. Consequently, he's often grumpy and unhappy about things he shouldn't be, but also wasting money he needn't be.

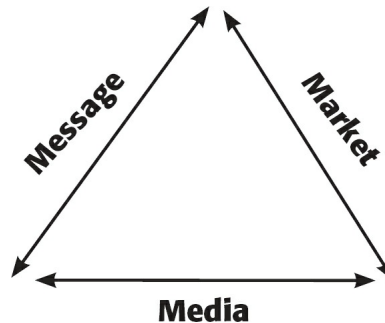
The reasons for the cluelessness and vulnerability to victimization are many. Here's a big one: Marketing Incest. When you got into whatever business you're in, you probably looked around at what everybody else in the business was doing and copied it. Gradually, you've tried to do it better, but not radically different, just better. So you have everybody in an industry standing in a circle looking inward at each other, ignoring anyone or anything outside the circle. It's incestuous, and it works just like real generational incest: Everybody slowly gets dumber and dumber and dumber.

This book dares you to turn back on the circle and deliberately go far afield from your peers in search of different—not just incrementally better—*different* ways of marketing.

Yes, Salvation Is within Reach

Now, here's the good news: most business owners, clueless as they may be about profitable advertising or effective marketing, do know a lot about how to sell their products or services. That's very good news because DIRECT

marketing for non-direct marketing businesses is really not about traditional advertising or marketing at all. It is simply “salesmanship multiplied in media.” So you actually already do have a firm grip on one-third of the KENNEDY RESULTS TRIANGLE that you’ll master with this book. You know the Message. It’ll get tweaked, as I’ll explain. But you do have this component part.



The Ten No B.S. Rules of Direct Marketing for Non-Direct Marketing Businesses

(My Ten Commandments)

I’ll lay our foundation first. (A radical idea itself!) Please copy these and post them somewhere you’ll see them often until you get them memorized. Doing so will keep you on track, save you a lot of money, and dramatically improve your marketing.

From now on, every ad you run, every flier you distribute, every postcard or letter you mail, every website you put up, every/anything you do to advertise or market your business **MUST** adhere to these rules. To be fair, they are simplistic and dogmatic, and there are reasons to violate them in certain situations. But for now, sticking to them as a rigid diet will work. You can experiment later, after you’ve first cleansed your business of toxins.

| | |
|-------------|---|
| Rule #1. | There Will Always Be an Offer or Offer(s) |
|-------------|---|

- | | |
|-----------|---|
| Rule #2. | There Will Be a Reason to Respond Right Now |
| Rule #3. | You Will Give Clear Instructions |
| Rule #4. | There Will Be Tracking, Measurement, and Accountability |
| Rule #5. | Only No-Cost Brand-Building |
| Rule #6. | There Will Be Follow-Up |
| Rule #7. | There Will Be Strong Copy |
| Rule #8. | It Will Look Like Mail-Order Advertising |
| Rule #9. | Results Rule. Period. |
| Rule #10. | You Will Be a Tough-Minded Disciplinarian and Put Your Business on a Strict Direct Marketing Diet |

We'll tackle each Rule in-depth, in the next eight chapters.

I once wrote an entire book about breaking rules, and generally speaking, I think rules are for other, ordinary mortals—certainly not for me, and not for you either if you are a true entrepreneur. So you'll chafe at rules here just as I would. However, when you are attempting to undo bad habits and replace them with new ones, some hard and fast rules are necessary, temporarily. Once you fully understand these and have lived with them for a reasonable length of time, then feel free to experiment if you wish. But get good at coloring inside the lines before ignoring them altogether.

Finally, a word about these aged rules and the newest of the new media and its promoters of new metrics. Try putting views or likes on a bank deposit slip. You will be told that no old rules—the time-tested, time-proven ones—apply to new media like Facebook or Snapchat or etc., etc., but be

certain to take into account who makes that argument. It will come from young people on your staff or in agencies spending your money, not theirs, unable if pressed to prove profitable return on investment from their chosen media and made-up metrics. When pressed on this point, they won't argue facts, because they can't; they will only stigmatize and label you as a dummy and a primitive stuck in the past's old ways. It will come from people caught up in a dumb cattle stampede. You have to do it and throw harsh reality accountability aside because everybody else is doing it and ignoring financial accountability. It will come from peddlers of it for profit. Of course, the bald man should never ask the hungry barber if he needs a haircut. When all you have to sell are haircuts, everyone needs them.

If a media can't be used with these ten rules applied to it, my advice is: skip it.

CHAPTER 2



An OFFER They Can't Refuse

There is a certain mindset in direct marketing folks. We are result oriented. We find it difficult to just go out for a drive for the sake of going for a drive. We want a definite destination, an estimated time of arrival, and a purpose for the trip. Most direct marketers have trouble watching a sports telecast unless they've wagered on the game. We want to KNOW if we have won or lost, succeeded or failed, achieved something definitive or just wandered around. While this tendency gets in the way of a friendly family game night, it is extremely useful in avoiding the vagueness and lack of accountability that permeates most business owners' marketing activities.

It is this habit of thought that informs.

Rule #1

There Will ALWAYS Be an Offer or Offers

A key distinguishing characteristic of direct marketing and Direct-Response Advertising from all other marketing and advertising is the presentation of a very specific offer or offers. Ideally, yours is a Godfather's Offer—an offer that the appropriate prospect or customer for you *can't* refuse! We'll get to the architecture of offers in a few minutes, but first the overarching ideas: one, to make your *every* communication actually ask somebody to do something, and two, to inject new disciplines of selling and accountability into *all* your communication with prospects, customers, and the marketplace at large.

If you begin paying attention to advertising and marketing, you'll see that most of it merely shows up and talks about the marketers and advertisers, but does not directly offer something specific to be had by immediately and directly responding. A lot of print ads and TV commercials and brochures now include websites or Facebook sites where you can go like 'em, etc., but present no Offer as a compelling reason to go there. All this is undisciplined. It is sending money out to play a backyard game with no rules, and worse, no score-keeping, no clear means of judging victory or defeat. A chaotic mess. When you take this undisciplined approach and simply spend and hope and guess, you're at the mercy of opinion about your marketing—do you like it? Does your mother-in-law like it? Do your customers say nice things about it? Try paying any of your bills with that sort of feedback.

This all changes with direct marketing.

Direct marketing imposes discipline. That discipline may be as important and valuable as the benefit of direct response itself. For some mysterious reason, business owners are willing to let advertising and marketing off the hook, but tend to hold everything else accountable for results and return on investment. If they tie up money in certain product inventory, they expect it to sell—or they refuse to restock it. If they employ a sales representative, they expect him to make sales. If they buy a delivery van, they expect it to start and run so it can make deliveries. If they pay a laborer by the hour, they expect him to clock in, be there, and work for the hour. Yet investments made for marketing are permitted to skate. Only direct

marketing imposes discipline, by always making an offer or offers, so response to those offers can be tracked and measured, injecting factual accountability.

My old speaking colleague, one of the all-time greats, Zig Ziglar, always described salespeople who wimped out at closing sales and directly demanding orders as “professional *visitors*,” not professional salespeople. Since you will be doing selling in print, online, with media, you rarely want to let it be a professional visitor on your behalf. Fire all the wimps. Demand real performance. So your task is to incorporate a direct offer each and every time you put out a message, of any kind, by any means.

I mean of *any* kind. By *any* means. We teach most business owners to use Thanksgiving greeting cards and/or New Year’s greeting cards, with past and lost as well as active customers, clients or patients, and, often, with unconverted leads too. We also teach no greeting card should arrive without being accompanied by an offer. Typically, the offer will be a gift with visit to showroom or store, gift with purchase, gift for referral, etc., placed in a printed piece inside a separate envelope, inside the greeting card itself, to preserve some separation between the thank you or new year sentiment and selling. But we are not shy about our purpose in life either, and it is not merely being professional visitors.

In short, you have a fundamental governance decision to make. Will you let yourself be persuaded or bullied into wasting money on marketing that cannot be *directly* held accountable for results and return on investment? Or will you insist on accountability?

“Shined Shoes Save Lives”

My speaking colleague of some 40 events or so, the late General Norman Schwarzkopf, famous for Desert Storm, said, “Shined shoes save lives.” He meant that establishing and adhering absolutely to minor disciplines ensured soldiers could and would adhere to vital battlefield disciplines. Norm believed that a person can’t be undisciplined about some things but disciplined about others any more than an alcoholic person committed to sobriety can occasionally have a few drinks. You either are or you aren’t.

Your business is either run in a disciplined way, or it isn't.

Discipline is a central theme of all business success. Last year, 2017, was the 80th anniversary of widespread embrace by successful entrepreneurs of Napoleon Hill's works *Laws of Success* and *Think and Grow Rich*, the summary of findings from his 30-year investigation into key commonalities of over 500 of the industrialists, inventors, entrepreneurs, and financiers who built America. In *Laws*, he detailed 17 such principles; in *Think and Grow Rich*, 13. Two of these are: accurate thinking and organized effort. Of a more contemporary nature, you might be familiar with Michael Gerber and his *E-Myth*, which is all about organized systems in business. One of the most successful of all buyers of and investors in businesses, Warren Buffett, has an absolute discipline for evaluating companies, and he has stuck to it with religious conviction. Top-performing athletes in every sport always exhibit a far greater level of discipline for everything from study to practice to actual playing of their game than the mediocre majority. The most successful authors past and present do not write whenever they're in the mood—they have a self-imposed discipline mandating a set number of hours or completed pages every day. Anywhere you find significant success, you will find imposed absolute discipline. Undisciplined, unorganized advertising and marketing “effort” is not going to defy this fact of success.



Resource Alert!

THE book entirely devoted to comprehensive imposition of success disciplines to a business is *No B.S. Guide to RUTHLESS Management of People & Profits, 2nd Edition*. The book entirely devoted to comprehensive imposition of success disciplines to an individual is *No B.S. Guide to Time Management for Entrepreneurs, 3rd Edition*.

Two Types of Offers

There are basically two types of offers. There is an offer requesting purchase. There is also the lead-generation offer, asking only for a person to, in effect, raise their hand, to identify and register themselves as having interest in certain subject matter and information or goods or services, and to invite further communication from you. Often, although not always, the lead-generation offer is free. There are times and places for both kinds of offers, but no communication should be devoid of some offer.

The Direct Purchase Offer

Online media like Groupon or hybrid offline+online media like Val Pak coupons deliver some of the simplest, most straightforward direct purchase offers, like “Buy One, Get The 2nd One Free”—used by everybody from pizza shops to window replacement companies. I am not a champion of discounting as strategy, and a co-author, Jason Marrs, and I provide much more sophisticated approaches in our book *No B.S. Price Strategy*. But for illustration purposes, this is a direct purchase offer you’re very familiar with and may be using now in your business. Another common direct purchase offer, in place of or combined with discounting, is gift with purchase. These were birthed by direct marketers but have migrated to retail, service, professionals, and B2B, so they are commonplace. They should be and usually are married to a hard deadline. They certainly provide easy opportunity to accurately measure their effectiveness and production, although out of ignorance or sloth, many business owners fail to measure.

Direct Purchase Offers have several significant disadvantages. One is that they tend to sacrifice price integrity and profitability, and if relied on too frequently, train customers to only respond when a “great deal” is offered. Two, they can only be responded to by people ready and able to buy right this minute—they fail to identify people likely to buy in your category in the near future. Third, they can be easily and quickly comparison shopped, especially if you are conveying the offer online. Still, business does revolve around Direct Purchase Offers.

The Lead-Generation Offer

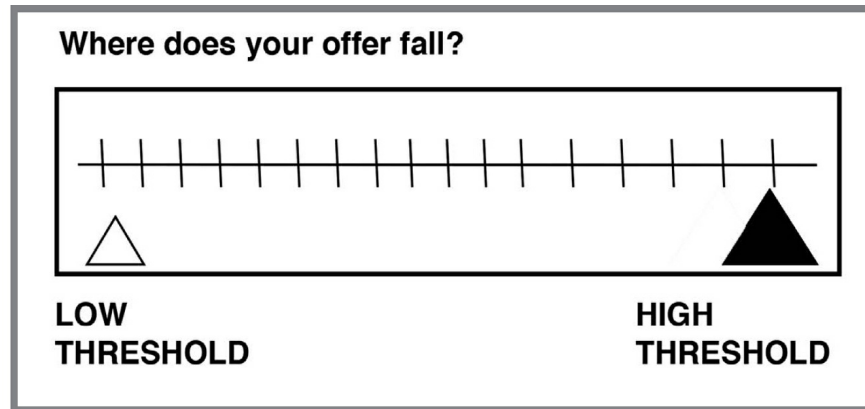
This is a more interesting kind of offer, because it can substantially reduce the waste factor in advertising, convert a sales culture to a marketing culture, and provide opportunity to build trust and create a relationship.

You see lead generation done by direct marketers routinely and regularly. You may not have given them much thought, but now you will. They are commonly used by national direct marketers, but rarely used by local, small businesses—even though the national and local firms may be in the same product or service categories. For example, a company like Premier Bathtubs, which sells walk-in bathtubs that are safer for elderly people, advertises just about everywhere, offering a free information kit with brochures and a DVD. Once somebody raises their hand and registers themselves as interested in making a home's bathroom safe for themselves or an elderly parent, the company has a marketing opportunity. Oddly, you will almost never catch a local remodeling company duplicating this strategy. Instead, they tend to leap to offering an in-home estimate for work to be done. This is often *A Bridge Too Far*.

The Important Concept of Threshold Resistance

Arnold Taubman, one of America's most successful mall developers, spoke and wrote at length about the concept of Threshold Resistance as it applies to entrances to retail stores and window displays of retail stores. I find it applies even more broadly to direct marketing (see [Figure 2.1](#) on page 18). All offers fall somewhere on a continuum between Low-Threshold Offer and High-Threshold Offer.

FIGURE 2.1: Threshold Resistance



Here are examples of offers that would fall to the right of the middle, toward High Threshold:

| | |
|-------------------|--|
| Chiropractor | Free Exam |
| Financial Advisor | Free Seminar |
| Remodeler | Free Estimate |
| Restaurant | Out for a Meal and Experience That May Not Prove Pleasurable |

These score toward High Threshold because they can be scary and intimidating to the consumer. They require people to put themselves in uncomfortable positions. They require a decision nearly made, to get care, to find an advisor, to get remodeling done. A great many people with evolving interest or interest that can be stimulated will still not be prepared to take this big of a step forward.

Examples of offers that fall at the High Threshold are:

| | |
|-------------------|--------------------------|
| Chiropractor | \$29 Exam |
| Financial Advisor | Free Private Appointment |

Examples of Low-Threshold Offers

The lowest threshold offer is for free information, to be sent by mail or

FedEx, or accessed online. This is *the* staple item of direct-response advertising, in virtually every category of business. The largest wealth management firm, Fischer Investments, on TV and radio, in *Forbes* and other magazines; one of the most successful home improvement product manufacturers, SunSetter Awnings, by direct-mail and blow-in inserts in magazines and newspapers; one of the biggest health insurers, Humana, in TV commercials; virtually all of the retirement communities advertising in the *Where to Retire* magazine; my client, High Point University; my client, ExcellenceInOrthodontics.org—all offer low-threshold, information items like books, free reports, DVDs. If this is their number-one strategy, why shouldn't it be yours? Keep in mind, these are big, national direct-response advertisers who have plenty of opportunity to run split tests often, and do, and keep returning to the tried-and-true, low-threshold, free information offer.

I have coined the term “Information First Marketing” for this. Really savvy local business operators are embracing it, modeling the national advertisers. This is a wave of change, not just in the way businesses advertise to attract new customers, but in what they advertise. The karate school **doesn't** advertise itself, its lessons, or a free lesson. Instead, it advertises a free report by its owner: *The Parents' Guide to Cyber-Bullying and Bullying: Raising Emotionally Strong Kids*. The mattress store **doesn't** advertise itself, its mattresses, or some sale of the century. It advertises its free guidebook: *Why You Can't Seem to Get a Good Night's Sleep*. The IT consultant **doesn't** advertise his services. He advertises a free book: *You Are the Target: Cybersecurity Before It's Too Late*.

Consider a very ordinary business—a funeral home. Most funeral home advertising is very basic: name, location, years in the community, list of services. The only offer is implied: when you need us, we'll bury you. But even a funeral home can create and put forward a low-threshold, information-based, lead-generation offer that begins a relationship, builds trust, and establishes preference in advance of need, like this:

For a free “Pre-Need Planning Kit” and Audio CD:
“19 Financial and Estate Planning Tips for Responsible Family Leaders,” call
our free recorded message any time at 000-000-0000.

It will be sent by mail, no cost, no obligation.

The Hybrid Approach

There is no law that says you must choose just one of these approaches.

Most advertising dramatically suppresses possible response by presenting only a single reason for a response. Typically, this is a High Threshold Offer that requires somebody to be 99.9% ready to buy now. Nobody's coming in for a \$59.00 exam unless they are 99% ready to put a chiropractic physician to work on their back pain today. But a lot of people suffering with nagging or episodically reoccurring back pain, who are having evolving thoughts about doing something about it, would respond to a Low Threshold Offer of information about "True Causes and Best Ways to Relieve Nagging Back Pain—Without Surgery or Drugs." You don't have to be dead or have a dead family member in the parlor to respond to a High + Medium + Low Threshold, i.e., three reasons to respond ad for the funeral parlor. It can present the usual stuff—here we are, here's what we do; if you have an immediate need, call this number anytime 24 hours a day, 7 days a week, and one of our professionals will be immediately available to assist you—but also present the previously shown Low Threshold Offer, and a Medium-High Threshold Offer, too, as shown here:

For a free "Pre-Need Planning Kit" and Audio CD,
"19 Financial and Estate Planning Tips for Responsible Family Leaders," call
our free recorded message any time at 000-000-0000.

It will be sent by mail, no cost, no obligation.

Tour our new Lakeside Eternal Rest Gardens, get answers to any questions you have about pre-need planning, by appointment, Monday–Saturday. Call William Tourguide at 000-000-0000. Free Thank-You Gift when you visit:
complimentary dinner for two at The Golden Corral Steakhouse.

To be clear, here's what I've introduced you to here:

1. The use of offers
2. The difference between Low and High-Threshold Offers
3. The use of Lead-Generation Offers
4. Single Reason to Respond vs. Multiple Reasons to Respond

Once a business owner understands these things, his objection is often about a possible trade-down of response. The fear is that somebody who might call or come in or otherwise respond to a High-Threshold Offer and make an immediate purchase will trade down to a Low-Threshold Offer and delay his purchase or be scooped up by a competitor. While this does happen, it usually affects far fewer people than a business owner fears, and the improved total response and value of leads captured for development more than makes up for what little trade-down occurs. After all, the person who fell off a ladder and has to crawl to the phone isn't going to trade down from making an appointment with the doctor to requesting a free report or DVD delivered days later by mail. The person with a dead body is unlikely to trade down from immediate assistance at the funeral parlor to booking a tour next Thursday. In most cases, you can safely add Low-Threshold Offers without significantly compromising response to a High-Threshold Offer designed for the person ready to buy right this minute.

Ultimately, your decisions about the nature of your offer(s), where they fall on the Low- to High-Threshold continuum, whether or not they feature information, whether they are for lead generation or immediate purchase activity or a hybrid of the two are situational. Different media, different markets, different timing will color those decisions. You should realize you have choices and you can make your marketing dollars work harder for you by offering people more than one reason and more than one means of responding to you. But no matter what you make of these choices each time you must make them in putting forward marketing, your pledge of honor to Rule #1 must be: there will *always* be an offer or offers.

Rule #2

There Will Be a Reason to Respond Right Now

Hesitation and procrastination are amongst the most common of all human behaviors.

If you are a mail-order catalog shopper, you have—more than once—browsed, folded down corners of pages from which you intended to buy items, set the catalogs aside, and never placed the orders. This happens with

every marketing media. People watching a TV infomercial almost buy, but put it off, to do the next time they see it, or jot down the 800-number, to do it later, but later never comes. A shopper enters the mall, sees an outfit she likes, but tells herself she'll stop and look at it and probably get it on her way out. By the time she has walked the mall, had lunch, bought other items, and is headed back to the end of the mall she entered at, she is focused on getting to her car and getting home. The dress spotted on arrival is left behind.

We must be sharply, painfully aware of all the potential response lost to such hesitation. The hidden cost and failure in all advertising and marketing is with the Almost-Persuaded. They were tempted to respond. They nearly responded. They got right up to the edge of response, but then set it aside to take care of later or to mull over or to Google the next time they were at their computer. When they get to that edge, we must reach across and pull them past it. There must be good reason for them not to stop short or delay or ponder. There must be *urgency*.

At Disney World, at the parks' closing times, they need to get everybody out quickly, for they have much work to do during the night, to be clean, fresh, restocked, and ready to re-open on time the next morning. If they offered transportation from the parks to the hotels, resorts, and parking lots until everyone was accommodated, people would stroll, loiter, find a bench to sit on until the crowd thinned. But there are posted and announced times for the last bus and the last boat. Thus there is urgency. (Further, they switch from gentle to up-tempo music, dim lights first in the back sections of the park, and have cast members with flashlights waving people along toward the exits.) They undoubtedly empty a park faster by at least an hour than if they created no urgency and let everybody meander out at their own chosen pace. Southwest Airlines figured out how to get their planes boarded much faster than other airlines by issuing colored boarding cards but not assigning seats, so each group is in a hurry—sometimes a stampede—to board, to get the best remaining seat. They create urgency. No, these are not marketing examples, but they are excellent demonstrations of the role that success or failure at creating urgency has in every kind of business.

Direct marketing can often *contextually* provide opportunity to create urgency of immediate response. This can be done with limited supply, limit per household or buyer, the countdown clock you see on a direct response TV commercial or a webinar. If the product itself cannot be limited in supply,

some bonus or premium attached to it certainly can be. In the seminar business, a place I live and work, we use the obvious devices like “early bird discounts” and extend-a-pay monthly installments tied to a deadline to motivate early registrations. But we also use bonuses, entries into prize drawings, backstage-pass opportunities, preferred seating, closed-door, limited-number luncheon tickets available only to the first 50 or first 100 to beat the deadline in order to create even more urgency. Retail mimics this with the “door buster sales” starting at 5 A.M., 6 A.M., or 7 A.M., and can increase that urgency with a gift for the first x-number to be there with noses pressed against the glass. Disney creates false limited supply by bringing a product like a movie DVD, in their language, “out of the Disney vault just until Halloween—then it goes back in the vault and can’t be had.” They periodically bring the same product out of the vault, run the same short promotion, return it to the vault, wait until consumers have forgotten about the promotion, and then trot it out again. All these examples are about creating *a context for urgency of response*.

Direct marketing can also structurally provide opportunity for urgency of response. Anytime a group dynamic can be applied, a stampede effect seen, an “act now or lose out forever” reality displayed, a higher percentage of people presented with an offer will act than will under any other circumstances. People are motivated to buy what they will not be able to get if they don’t buy now, even when they would not buy now if relieved of that threat of loss. An auction is a prime example of this, and it has successfully been moved to online media—with live auctions and with timed auctions on sites like eBay. Putting people “live” into a seminar room where a persuasive speaker makes an offer from the stage, citing limited supply or discount or gift only for the first x-number, and *having people see the stampede* of earliest responders rushing to the product table at the back of the room is hard to trump by any other means and impossible to perfectly replicate by any other means; however, we’ve learned to come close with live online webinars, where viewers can see the earliest buyers’ comments, the “ticker” recording the purchase, the countdown clock for the closing of the shopping cart ticking away, and in live webinars, we can recognize by name the fast buyers. A direct mail, fax, and/or email sequence that begins by announcing that only 47 of the whatever-product will be sold (at this price, in this color, with this bonus, etc.) can, in its second piece, list the names of the

first 18 buyers and show that only 29 remain, and in its third piece list the names of the 34 buyers and show that only 13 remain available.

The most powerful urgency by exclusivity is having only one available. Neiman-Marcus does this every year, in the pages of its big Christmas catalog, with unique gift items and experiences that there is only one of. For example, in one year's Christmas book, they offered a backstage experience and actual walk-on part one night in the Broadway musical *Annie*, for just \$30,000.00; a Woody Trailer reconfigured as an elaborate portable bar, as the ultimate tailgate party vehicle, for \$150,000.00; a private dinner for a party of ten with a gaggle of great celebrity chefs, for \$250,000.00; and a trip for two to Paris and Geneva, including a visit to the Van Cleef & Arpels boutique and watch-making shop, and unique his and her watches, for \$1,090,000.00. Will someone buy each of these one-of-a-kind gifts? Based on historical precedent with NM's annual one-of-a-kind gifts, that answer is almost certainly yes. But, really, anybody can create one-of-a-kind gifts and experiences, or very limited availability equivalents. NM also garners an enormous amount of media attention and free publicity each year because of these extraordinary gift offers—something a local business could do at a local level just as easily.

In B2B, in the advertising, consulting, and coaching fields, this is often done with geographic area exclusivity. A collection of licensed print ads and radio and TV commercials, a seat in a mastermind group, access to various resources becomes more desirable (and can be sold for a much higher price) when only one CPA in Pittsburgh can have it, thus the race is on and any delay may put it in the hands of your arch-competitor with you forever locked out than when it is available to any and all comers. A very successful program like this I helped a client, Burleson Seminars, develop is ExcellenceInOrthodontics.org. Only one orthodontist per geoarea gets the certification, use of the identity and logo, use of exclusive patient education books and videos, and holds a position in an online directory promoted to consumers by online and magazine advertising. They went from zero to a multimillion-dollar licensing business almost overnight.

Certain businesses have actual scarcity. The people I acquire rare and first edition books from for my collection, Bauman Rare Books in New York, have actual scarcity and therefore real urgency. If they have a single copy of a first edition of a book I want, signed by its author, I know they are simultaneously notifying multiple clients of its availability and even a

minute's hesitation may let someone beat me to the purchase—so I must decide quickly and impulsively; I have no time to consider cost. Most businesses lacking such actual scarcity can, with creative thought, manufacture it, offer by offer by offer.

So, how could an ordinary local restaurant and sports bar create an exclusive offer with enormous inherent urgency, publicity appeal to local media, and excitement to its customers? My prescription would be to rent a football celebrity, perhaps a local hero, and craft an afternoon and evening of activities around his presence. One offer, fairly standard: he's there for a meet 'n' greet and photo opportunity during the Sunday afternoon games for any customer with autographed footballs and jerseys auctioned off during an hour within that time frame, with proceeds to a local charity—a limited number permitted in, pre-registration made possible, with or without ticket fee. Then, the exclusive offer: just 12 patrons can buy a ticket to go into the private dining room or roped-off section, have dinner with, watch the Sunday night game with, and hang out with the star, and get an autographed ball, jersey, and photo—at, say, \$2,000.00 per ticket. With that, there's massive urgency because there are only 12. A financial advisor, lawyer, auto dealer, etc., could use the same premise, renting the facility or joint-venturing with a restaurant owner, and still incorporating the local charity. The event itself would be directly profitable, reward good clients, and create new clients. The “halo effect” of the promotion to the business' entire email, social media, and mailing lists is significant, while the opportunity for free—but valuable—publicity is profound. What's most important to understand is that I took a business that is about “come on in” and eat, drink, and be merry, and converted it into a direct marketing business, with two different, specific offers, both with created and legitimate urgency.

My friend, top direct-response copywriter John Carlton, always advises imagining your prospective customer or client as a gigantic somnambulant sloth, spread out on the couch, loathe to move his sleeping bulk, phone just out of reach. Your offer must force and compel him to move now. Your goal is immediate response. A plain vanilla, dull, mundane offer won't do it.

CHAPTER 3



Make Them OBEY ORDERS

Why don't we get the results we want from other people? Husbands and wives routinely complain about their spouses expecting them to be mind readers. Managers bemoan employees' failures to perform as expected, often saying, "But I told him once." Most managers' ideas about training omit a feedback loop to ascertain comprehension and acceptance, and ignore the need for perpetual reinforcement. Everywhere you look in human-to-human communication, there is disappointment. This certainly exists for marketers, too, although many business owners don't think they should be able to outright *control* the behavior of their customers to the extent they should be able to employees, vendors, or family members. In marketing and sales, control is exactly what we need. Ultimately, all this is much about simple clarity. Do people really, clearly know what is expected

of them? Or are you taking too much for granted, chalking things up as too obvious to bother clarifying?

Rule #3

You Will Give Clear Instructions

Most people do a reasonably good job of following directions. For the most part, they stop on red and go on green, stand in the lines they're told to stand in, fill out the forms they're given to fill out, applaud when the Applause sign comes on. Most people are well-conditioned from infancy, in every environment, to do as they are told.

Most marketers' failures and disappointments result from giving confusing directions or no directions at all. Confused or uncertain consumers do nothing. And people rarely buy anything of consequence without being asked.

When I held one of my mastermind meetings for one of my client groups at Disney, one of the Disney Imagineers we met was in charge of “fixing confusion.” At any spot in any of the parks where there was a noticeable slowing of movement (yes, they monitor that) or an inordinate number of guests asking employees for directions, he was tasked with figuring out the reason for the confusion and changing or creating signs, giving buildings more descriptive names, and even rerouting traffic as need be to fix the confusion. “It isn’t just about efficient movement,” he told us, “it’s about a pleasing experience. People do not like not knowing where to go or even what is expected of them.”

In-store signage, restaurant menus, icons on websites—everywhere you closely examine physical selling environments and media—you will find plenty of assumptions made about the knowledge people have (and may not have) and plenty of opportunity for confusion. In a split test in nonprofit fundraising by direct mail, four different business-reply envelopes were used. One was a standard pre-paid business reply envelope with the standard markings. The second was the same, but with a large hand-scrrawl-appearing note, “No postage stamp needed. We’ve paid the postage. Just drop in the mail.” Third was a plain, pre-addressed envelope with an actual stamp

affixed. Fourth was the plain, pre-addressed envelope with an actual stamp affixed, plus the hand-scrrawl-appearing note, “No postage stamp needed. We’ve paid the postage. Just drop in the mail.” To be fair, the last two add obligation to clarity, and they were the winners by significant margin. But the first envelope was the biggest loser by a very big margin, even against the second, simply because the first presumes knowledge on the consumer’s part that is not there. Not long ago, I got a statistically meaningful increase in conversion of visitors to buyers at a website by switching from just a “Buy Now” button to the button, plus the words “Click This Button to Buy Now.”

When you put together *any* marketing tool, ad, flier, sales letter, website, phone script, etc., or *any* physical selling environment, it should be carefully examined for presumption of knowledge on the consumer’s part, for lack of clarity about what is expected of them, or for wimpiness about asking clearly and directly for the desired action. Stop sending out anything without clear instructions. As illustration, take a look at [Figure 3.1](#) on page 34, excerpted from an actual sales letter (sent to knowledgeable buyers already in a relationship with the marketer). Note that the subhead above the copy is *quite* clear.

It’s also worth noting that people’s anxiety goes up anytime they are asked to do something but are unsure of what to expect. In my book *No B.S. Guide to Marketing to Leading-Edge Boomers and Seniors*, in Chapter 15 (“The Power of Stress Reduction”), I share an example of a marketing device and copy we routinely use with professional practices, such as chiropractic, dental, medical, financial advisors’, or lawyers’ offices titled “*What to Expect at Your First Appointment.*” Anxiety about anything uncertain grows more acute with age, but is not unique to boomers and seniors. Removing it with very clear instructions, directions, descriptions, or information is a smart strategy.

Last, you should consider the physical device of the order form. The late, great direct-response copywriter Gary Halbert claimed to often spend as much time on the copy and layout of the order form as he did the entire sales letter. In one part of my business life, professional speaking and selling my resources in an in-speech commercial, I’ve taken great pains to create order forms passed out to the audiences, or at the rear-of-room product tables, that mimic the best mail-order order forms in completeness and clarity, and I credit my order forms with aiding me in consistently achieving exceptional

results—including selling over \$1 million of my resources from the stage per year, for more than ten years running. A lot of businesses don't even use order forms when they could and should.

The Clearer the Marching Orders, the Happier the Customer

In direct marketing, we have learned a lot about consumer satisfaction, which affects refunds in our world and at least repeat purchasing and positive or negative word-of-mouth in every business. Presented with “difficult” or complex products, many customers are quickly, and profoundly, unhappy. I cannot tell you the number of times I've received a product that disappointed by seeming to be more trouble than it's worth, and returned it or simply trashed it, and I am not alone. A friend of mine, often an early adopter, took her first iPad back to the store to ask for help and was told by a disdainful clerk, “It's intuitive.” Not to her. In direct-to-consumer delivery of complex products, we often add written labels to CDs or DVDs *very clearly* stating: Read/Listen/Watch This First. We sometimes even decal *the outside of* a box with “Call This Free Recorded Message, Please, BEFORE You Open & Unpack Your <Insert Product Name>.” We include a *simple* flow chart or “map” of how to use the product. Often, we have to “sell” the tolerance for complexity. One of my clients, Guthy-Renker, has the number-one acne treatment brand, Proactiv®, sold and delivered direct to the consumer. Although it's made clear in the advertising, a chief cause of consumer dissatisfaction and noncompliant use has always been that there are three bottles and a three-step process. *Three*. To many, two steps too many. If we don't convince them that this is necessary and worth it, the product comes back for refund. You may not have actual refunds occurring, but more quiet dissatisfaction can be just as damaging.

Consumers like, are reassured by, and respond to clarity. Be sure you provide it.

The Power of Good Directions

Figure 3.1 on page 34 is actual “directions copy” from a sales letter, with the business identity removed. It has reinforced the scarcity/urgency established earlier in the letter. It includes the offer-specific phone number, times to call, and persons with whom they’ll be speaking, as well as an alternative route to the website. In previous campaigns, this marketer had used a much simpler instruction—essentially “Call 000-000-0000 to place your order.” The copy on page 34 more than tripled the response vs. the previously used instructions.

FIGURE 3.1: Sales Letter

What To Do Next

Only 14 of these xxxxxxxx's are available. This invitation was sent to 100 of our best customers—like you!—by FedEx, to ensure everyone has received them at the same time and has fair opportunity to respond.

Without delay, please . . .

Call 000-000-0000 to secure one of these 14 xxxxxxx's. We will be accepting calls beginning at 7:00 A.M. on [Insert-Date] and continuing through Noon on [Insert Next Day's Date], or until all 14 are spoken for—whichever comes first. Helen or Rob will be available to personally take your call.

Or . . .

If you would like to see the xxxxxxx, a 9-minute preview video is accessible online at [www.\[insert-site\].com](http://www.[insert-site].com). You may also instantly purchase your xxxxxxx online, at the conclusion of the video, and receive confirmation immediately.

As always, your satisfaction is guaranteed with a 15-day inspection and return privilege. All major credit cards accepted, and the convenience of three monthly installments on request.

CHAPTER 4



No Freeloaders

I was taught: Earn your keep. From a very young age, I had chores, I had work to do. When I discovered there was pricey coffee made from cat poop being sold—a demonstration included in my book *No B.S. Price Strategy*—I sat the dog down for a discussion! Having everybody and everything earn their keep is deeply ingrained in me.

Anyway, most of us try to hold people accountable for assigned tasks, but a lot of businesspeople aren't as tough on the dollars they put to work in advertising and marketing. In the boom of 2006–2007, money streamed uphill. If you were once casual or deluded about waste or lack of accountability in advertising and marketing before, it's now the luxury you dare not afford. In fact, in 2017 and 2018, we are in the midst of a collapse of the midrange consumer and witnessing the fast shrinkage or destruction of a

number of retailers, department store chains, restaurant chains, and other kinds of businesses dependent on those consumers. Some of the cause is Amazon, but not all of it. One thing is certain, waste of anything—a dollar, a lead, a potential customer, a customer—is no longer affordable.

This is about demanding performance.

As the leader of your business, you must do exactly that.

Rule #4

There Will Be Tracking, Measurement, and Accountability

You are no longer going to permit *any* advertising, marketing or selling investments to be made without direct and accurate tracking, measurement, and accountability.

You will be given all sorts of arguments against such a harsh position, by media salespeople, by online media champions talking a “new” language of “new metrics” (see [page 89](#)), by staff, by peers. You will smile and politely say, “Rubbish.” Each dollar sent out to forage must come back with more and/or must meet predetermined objectives. There will be no freeloaders; there will be no slackers.

This is now particularly vital with online and social media. Some of it is ad media pretending to be something else. Much of it is wrapped in its own deliberately confusing means of evaluation—likes, views, time of views, viral, etc. In 2017, Facebook was exposed for misreporting and exaggerating views and numbers of minutes viewed for advertisers’ videos. Widespread inflation of activity at all sites by “bots” and “fake activity farms” became known. None of this negates use of it, but it should inform your firm insistence on clear, accurate measurements for return on invested money and time in such media, just the same as for all media. You will be told it’s different, but always remember you don’t get to spend different money or different hours on it.

There are two reasons for holding all media harshly accountable.

First, because management by objectives is the only kind of management

that actually works. When an NFL football team takes the field on Sunday, there are team objectives—not just winning, but for ingredients of victory that can be measured. Each player also has individual, measurable objectives that he and his coaches have discussed before the game and will evaluate after the game. So it should be when your team takes the field. Your team includes people you pay as well as marketing you pay for. You can't manage what you can't, don't, or won't measure. Vagueness must be banished.

I can tell you as ironclad fact that of all my clients, past and present, the richest and most successful, the ones who build the best businesses, “know their numbers” better than all the also-rans. For a full discussion of the “money math” of business, I'll refer you to Chapter 43 of my book *No B.S. Guide to Ruthless Management of People and Profits, 2nd Edition*. That book in its entirety is an excellent companion to this one, and specifically to this chapter.

The second reason for direct measurement is that you need real, hard facts and data to make good, intelligent marketing decisions. Making such decisions on what you and your employees think is happening, feel, have a sense of, etc., is stupid. And you don't want to be stupid, do you?

So, let's talk about tracking response. This means collecting as much information as you can, which is useful in determining what advertising, marketing, and promotion is working and what isn't, which offer is pulling and which isn't. Admittedly, this can be a bit tricky. For example, Ad #1 may pull in new customers at \$122.80 in cost and Ad #2 at \$210.00, so you might decide Ad #1 is the winner. But the average first six months' purchase activity of those coming from Ad #2 is \$380.00; the average from Ad #1 only \$198.00. Now, which is more productive? Further, 30% of those from Ad #2 may refer others, while only 10% of those from Ad #1 refer. Now, which ad is better?



Resource Alert!

This book is the solid foundation for conversion of any ordinary business to a direct marketing business. There are specialized next-steps marketing books:

No B.S. Guide to Marketing to Leading Edge Boomers and Seniors

*No B.S. Guide to Trust-Based Marketing**

*Ideal for financial, health, and other professionals; for high-transaction sales professionals; and for consultants.

The companion book to this one for management of a direct marketing business is:

No B.S. Guide to Ruthless Management of People & Profits, 2nd Edition

All are available at Amazon, BN.com, Barnes & Noble, and other booksellers. Additional information about many No B.S. books is at www.NoBSBooks.com.

Do not dare shrug this off as too complicated. Think. Set up systems to capture the data you need and set aside time for the analysis. If it's painful and confusing at first, the fog will clear, the difficulty will abate. You will make discoveries that enable you to make better decisions, better allocate resources, create better marketing messages, and grow your business without simply growing the marketing budget proportionately. In a mature business, this is how profits can be grown without growing revenue.

Warning: employees can often be an obstacle to accurate tracking, sometimes out of laziness, sometimes stubbornness, sometimes for more Machiavellian motives, such as concealing their own ineffectiveness. If there's been little or no tracking until now, there will naturally be resistance to the added work and to the revealed facts.

As an interesting example of what can be revealed, consider a company I did some consulting for, with complex advertising and marketing bringing

prospects to offices for one-to-one sales presentations. The salespeople were inflating their closing percentages with cooperation of the receptionists, under-reporting the number of appointments occurring. When I instituted a gift with appointment into the marketing, the salespeople suddenly had to requisition the needed number of gifts for the appointments they took. Bill could no longer claim he was closing 6 out of 10 when he was really closing 6 out of 20 now that he needed 20 gifts. Of course, the salespeople quickly claimed that giving the gifts was bringing in poorer quality prospects, but a controlled test of another kind firmly disproved that. The really awful thing in all this for the business owner was a lot of prospects he'd paid to get were coming and going invisibly, thus no follow-up on prospects who failed to buy at first attempt was occurring. Installing an effective, multi-step follow-up campaign comprised of direct mail, email, and, finally, phone, added over \$1 million in revenue the first year.

One more example. A chain of stores with advertising that produced a lot of walk-ins had in place a process whereby the clerks were to ask everybody which ad in which media had brought them in, and stick-count it, day by day. Unfortunately, this was subject to an enormous amount of "slop." Employees didn't ask and randomly added to the count in different categories or put a lot of numbers in "Misc." A change was made, giving visitors a little survey card to fill out, pushed by huge in-store signage, entering them in a weekly drawing for good prizes—and suddenly, a lot of accurate data materialized, very contradictory to the data that had been collected or, often, just made up by the staff.

If you loop back and connect this to Rule #1, you'll find an important key to tracking: offers. Different offers can be made in different media, to different mailing lists, at different times. Offer and promotional codes can be assigned to coupons, reply cards, surveys, online opt-in, response, and order forms. Big direct-response advertisers on radio like Lifelock and Boll & Branch tie promotional codes to different talk radio hosts, which the consumer enters at the website to secure a discount or gift, often as simple as entering the host's name: Rush or Glenn or Sean. The internet also offers the local merchant an opportunity to force better tracking. Pre-internet, a local restaurant advertising on several radio shows and in a couple newspapers, giving away a free appetizer with dinner, could only try to find out which ad brought a customer in by having the customer tell the waiter or waitress in

order to get the free appetizer, and relying on the wait staff to accurately stick-count and report that collected information. Now the consumer can be driven to a different, clone website to download a coupon for the free appetizer, the coupons collected and tallied, and a much more accurate result obtained—plus the added benefit of capturing the names and email addresses of those visiting the site, and maybe offering online reservation-making options to the consumer as well.

Tough-minded management of marketing (and of people) requires *knowing* things. Of course, hardly any tracking mechanism is perfect. The job is to get as close to perfect as you can so that you are getting the best information possible.

Rule #5

Only No-Cost Brand-Building

The great GKIC member marketers behind the fast-growing national franchise organization, Iron Tribe Fitness Centers, featured in the book *No B.S. Brand-Building by Direct Response*, gave a presentation to one of my mastermind groups they participated in, of their new “branding campaign”—and as they introduced it as such, a collective groan was emitted by the other coaching group members. They all know better! And they were all confident that I would react badly to a brand-oriented ad campaign and marketing program. But not so in this case, because these smart guys incorporated Rule #4 throughout the entire campaign. Tracking by separate phone numbers, domain names, or promotional codes was built into every item, every media used, every step of this campaign. Also, they obeyed Rule #5, so they weren’t actually buying the brand-building. They were letting direct response pay for it. They are exactly right in their approach, they are a stellar example everybody should look at (regardless of the industry you’re in), and, because they get this, they are a force to be reckoned with in their industry—where, frankly, really horrible advertising is the norm.

I am *not* opposed to brand-building, nor would I argue against the influence, power, and value of brand. Quite a few of my clients have built powerful mainstream brands, including Pro-Activ®, HealthSource (400+

chiropractic clinics nationwide), and High Point University; niche brands famous in their respective industries and fields, like The Scheduling Institute (in the dental profession), Advisors Academy (with financial advisors), American Gunsmithing Institute (with gun hobbyists), and many more. But none of them have bought their brand recognition in the traditional way.

My own business is connected to brands—my own name, me, myself, and I. Dan Kennedy is a brand well-known and well-respected in entrepreneurial and marketing environments. Go Google me and see all you can find. The “No B.S.” brand attached to this very successful book series, published by Entrepreneur Press, also extends to five successful newsletters, a full catalog of resources (GKIC.com/Store), and stands as positioning for GKIC. GKIC is fast developing The Renegade Entrepreneur Movement® as an extension of my Renegade Millionaire brand. Again, none of this identity and target market brand recognition has been bought or obtained by patient and hard-to-hold-accountable spending. It has all come as, essentially, a free bonus provided from direct investment only into direct marketing.

By the way, you can create brand power for even the most mundane of commodities. Coca-Cola branded water—Dasani. Victoria’s Secret branded undergarments. Omaha Steaks—steaks. Hale Groves Grapefruit—grapefruit. Dasani Water is an off-shelf product. Victoria’s Secret, retail. Omaha Steaks and Hale Groves are direct marketers, mail order, and ecommerce.

I am *not* opposed to brand-building.

I *am* opposed to paying for brand-building.

Most small-business owners cannot afford to properly invest in brand-building. Most start-ups lack the patient capital and luxury of time required by brand-building. I do not believe it is a wise investment for small-business owners and entrepreneurs, nor do I believe it is necessary. Brand power can be acquired as a no-cost byproduct of profitable direct-response advertising and direct marketing. My preferred strategy is simple: buy response, gratefully accept brand-building as a bonus. NEVER buy brand-building and hope for direct response as a bonus. (Unless you are actually trying to spend Daddy’s fortune out of spite.)

Paying for traditional brand-building may be fine, even essential, for giant companies with giant budgets in combat for store shelf space and consumers’ recognition. If you are the CEO of Heinz or Coors or some company like that, playing with shareholders’ money, and fighting it out as a

commodity purveyor, by all means buy brand identity. But if you are an entrepreneur playing with your own marbles, beware. Copying the brand-builders can bankrupt you. You should also take note of really big brand-name companies that are advertising brand, but also aggressively and directly asking prospects to go to a website or call a phone number, like GEICO and Progressive in insurance. This direct lead flow is paying for the advertising, with the contribution to brand recognition as a bonus. A relatively small percentage of brand-name advertisers know how to do this well, so you have to be very careful about who you model.

It's also worth noting that there's no guarantee of success or sustainability with widespread brand recognition and brand equity. Some once very famous and dominant brands are, today, badly tarnished, shadows of their former selves, or dead. In the motel industry, the leading American brands *were* Holiday Inn and Howard Johnson's. Pontiac was once a leading car brand in the GM portfolio, and for a time, Rambler was the brand that stood for reliability, and Rambler dominated the station wagon category. More recently, Borders was one of two top brands in bookselling. Some of the brands you know and perceive to be dominant leaders in their fields and product categories today will be diseased or dead within ten years. The graveyard of once-powerful brands is big, and welcomes new arrivals frequently. Any idea of inevitability of an established brand is foolish and dangerous conceit. Consider SEARS, once the Amazon of its era, and the dominant all-goods retailer, and once one of the best-known and trusted brand names. None of that guaranteed its permanence.

Why, When, and How to Do UN-Branded Advertising

There is a case for ignoring branding altogether, entirely or situationally. What I am about to reveal here is a very, very powerful advertising and marketing strategy well-known to Direct Marketers but largely ignored or misunderstood by all others. It is the deliberate use of nakedly un-branded advertising.

What you never want to do is let brand-building get in the way of the

most powerful and profitable advertising and marketing opportunities to grow your business. There are many types of direct-response lead generation ads, designed to motivate qualified prospects for a particular product or service to step forward, identify themselves, and ask for information, which work much better “blind,” absent any company name or logo or branding, than they do with identity disclosed. One version is the now classic “Warning” ad:

Warning to Mutual Fund Investors

Expert Predicts Dramatic Change and Danger in the Next 29 Days.
This Is Information You MUST Have—That Brokers Don’t Want You to
Know. For Free

Information and “The Wall Street Secrets Report,” call the Fund Investor
Hotline at 1-800-000-0000 or go online to www.SecretsHotline.com

You absolutely kill that ad’s pulling power if you attach a big, fat logo, a national brand name, or a financial planning firm’s name and slogan to it.

In this category, in financial and investment information publishing, one of the all-time biggest successes was a campaign that dominated print, radio, and cable TV in 2011 and 2012, driving traffic to an online video at EndOfAmerica.com. (You can probably still see it via YouTube.) This ad was aired, seen, and heard so much, the domain name itself nearly had brand identity, but throughout, neither the company nor its brand, the newsletter ultimately being sold, the author, or any other identity, corporate or personal, was disclosed in the advertising. It was completely “blind.” I am told it broke all subscriber acquisition records of its company and probably the industry, bringing nearly a million new subscribers into the fold. Incidentally, as a side point, the online video was 90 minutes long, so let that stick a dagger in the persistent and erroneous beliefs about short viewer attention spans and/or need for short copy. The point: zero brand-building was attempted. But if in the hands of most big, dumb companies in publishing, insurance, annuities, gold, or other financial goods and services, they and their nincompoop ad agencies would have insisted on mucking up the ads with their corporate names, logos, slogans, years in business.

You can always brand-build internally with customers once they are acquired. There's no law that says you can't create powerful brand identity and preference with customers, yet never even mention it to new prospects.

There are even instances where a brand suppresses response *because of its virtues*. I have, on more than one occasion, had clients in niche markets who had become very well-known and well-respected, and if you asked 100 people in their market about them, nearly all of the randomly chosen 100 had generally positive things to say about the company, but could also rattle off the five key components of that company's sales story and offerings. No mystique, no curiosity. A been-there-heard-that-done-that-before problem. Success came by trotting out "blind" advertising and marketing with fresh promises and bold positioning, which would have been instantly discredited if voiced by the venerable, old industry leader. Then, once interest in the promises was created, information could be provided that revealed the match of the biggest, most respected brand with the hot, new, daring products.

In short, brand is not necessarily the holy grail. Brand-building is best for very, very patient marketers with very, very deep pockets filled with other people's money. You are likely far better served by focusing on leads, customers, sales, and profits directly driven by your marketing, letting whatever brand equity you get be provided as a free byproduct of direct marketing.

Interview with Rick Cesari: Brand-Building by Direct Marketing

Rick Cesari is the author of a must-read book on direct marketing, *BUY NOW: Creative Marketing That Gets Customers to Respond to You and to Your Product*, based on his extraordinary experience bringing products like The Juiceman, the Sonic Toothbrush, and The George Foreman Grill to market.

KENNEDY: Monster successes like those you've shepherded never begin that way. They begin with proving we have something to sell and proving we can craft a message that people will respond to, starting by playing small ball. I'd like you to talk a little bit about the way you started these businesses, such as The Juiceman.

CESARI: We started The Juiceman business in 1989, and in 31/2 years we grew the sales from zero to \$75 million. I found Jay Kordich, the inventor and personality of The Juiceman, at a small, local consumer show. 10' × 10' booths, people selling products. All the booths had one or two people, but this one booth had a crowd, 50 people gathered. Jay was there, talking about the health benefits of juicing, demonstrating his machine, and he had people captivated. I talked with him and found out he was living on the road, working these kinds of shows, state fairs, that sort of thing all over the country, selling a lot of juice to groups. I'd already been in the direct marketing field a long time, and I was sure that we could take what he was doing on this small level, move it to media, and build it into something a lot bigger.

KENNEDY: I think it's important I point out: Jay had a small business, reaching small numbers of customers, by successful direct selling. With direct marketing, you could basically multiply him with media. The reason I push owners of businesses thought of as ordinary to move away from traditional marketing to direct marketing is that they can multiply what they do successfully one to one into one to many with media.

CESARI: That's right. But we didn't run out and make TV infomercials immediately. We made calls to get Jay booked as a guest on local radio and TV shows to talk about health and juicing. Our first breakthrough came on a New York station, on a local morning show hosted by Matt Lauer, who now, of course, is a *Today Show* host. Jay was on for 20 minutes and told people if they would send in an envelope with a dollar, he'd send them recipes. I was told that the station switchboard lit up, but this was before the internet so everything happened through the mail, and it took a week before we saw the result. He was on, on June 30th. On July 6th, the mail truck pulls up, and the mailman brings in three canvas sacks. Twelve thousand envelopes with dollars in them. We sent out a flier selling juicers with those recipes and that's what started this business. We used that strategy, got Jay on show after show after show. We also started using those interviews, then our first infomercial to get people to come to free health seminars, where Jay would sell from the stage to hundreds and hundreds of people at a time.

KENNEDY: Let's be sure everybody gets that there is architecture here that does not go out of date. This doesn't have an expiration date on it.

CESARI: This model still works, although we get to add the internet, we have more marketing tools—but direct marketing from more than 25 years ago with The Juiceman and the direct marketing we're applying to our latest projects is the same.

KENNEDY: The next question goes to Message. Many businesspeople think that their products, services, or businesses are ordinary, they complain about commoditization and competition, and they just can't see how what you've done and do, how what they see with products sold direct in infomercials, in direct-mail packages, applies to them. When you think about, basically, a blender, a countertop grill, a toothbrush, it's hard to be more ordinary than these products, yet you take them to direct marketing, and turn them into multimillion-dollar brands, and move them successfully to retail where they sell off the shelf. Let's talk a bit about this turning the ordinary into something very saleable and very exciting to the public—and let me emphasize the requirement of making whatever you offer, sell, do *exciting* to the public. You just can't afford to accept the idea that your thing is doomed to be ordinary and uninteresting, can you?

CESARI: You have to look at products *in a different way*. In 1989, there were a lot of juicers

being sold, but they belonged to appliance manufacturers and were being sold *conventionally* as kitchen appliances. The twist we put on it with Jay was to make it a health device, not a kitchen appliance. We never talked much about the blades or motor or size of container. We pushed the information booklets, the immune strengthening diet, the weight loss juice diet, anti-aging. When we brought the Sonic Care Toothbrush out, there was one other premium priced electric toothbrush sold through dentists, but there were quite a few sold to consumers for a few dollars. Sonic Care was \$150.00. How to sell a \$150 toothbrush? Nobody understood or cared about sonic technology. So we made our message about reversing gum disease, preventing heart disease, etc. With the George Foreman Grill, there were a lot of little grills, and it was actually originally a taco maker—it's slanted the way it is to slide the ground beef into the taco shell. Not surprisingly, it wasn't selling. We determined you could drain the fat and grease that way, and with George Foreman, made it about "Knock Out The Fat." Again, a health device, not just a kitchen appliance. There have been more than 30 million George Foreman Grills sold. We believe there is *always* a unique benefit.

KENNEDY: This is one of the differences between the way most businesspeople and marketers think versus the way we direct marketers think. They look to the product and its features for benefits to talk about. We want to be storytellers. We look for the hidden benefit, for the benefit that matches up with consumers' life issues and interests.



Excerpted from and based on an exclusive interview with Rick Cesari for the monthly GKIC Diamond Members' Tele-Seminar & Q&A Conference Call. For information about GKIC Membership featuring my No B.S. Marketing Letter/Dan Kennedy Letter, refer to page 229.

CHAPTER 5



No HOLES in the Bucket

A business is a bucket in which alchemy is to occur. Into the bucket we pour ideas, energy, work, ad dollars, marketing dollars, costs of attracting customers, costs of pursuing sales in hope of stirring into profits, maybe wealth. Most business owners are very focused on the pouring into the bucket. Few focus on exactly what happens inside the bucket. That's supposed to take care of itself. But it doesn't. It's important to have a full and accurate understanding of the investments being made. It's then important to have a strategy in place for fully and comprehensively converting those investments into the greatest possible gains.

Rule #6

There Will Be Follow-Up

Often, I find business owners with more holes in their bucket than they've got bucket! People read your ad, get your letter, see your sign, find you online, etc.; they call or visit your website; call or visit your place of business; they ask your receptionist or staff questions; and *that's it*. There's no capture of the prospect's name, physical address, or email address, and no offer to immediately send an information package, free report, or coupons. This is *criminal* waste. I've been poor, so I abhor and detest and condemn waste. Just how much waste are you permitting to slop around in your business? Probably a lot.

You don't just pay for the customers you get when you invest in advertising and marketing. You pay a price for *every* website visit, for *every* call, *every* walk-in. *Every one*. Doing nothing with one is just like flushing money down the toilet. To be simplistic, if you invest \$1,000.00 in an ad campaign and get 50 phone calls, you bought each call for \$20.00. If you're going to waste one, take a nice, crisp \$20.00 bill, go into the bathroom, tear the bill into pieces, let the pieces flutter into the toilet and flush, and stand there and watch it go away. If you're going to do nothing with 30 of those 50 calls, stand there and do it 30 times. *Feel it*. You probably won't like how it feels. Good. Remember that feeling every time you fail—and it is failure—to thoroughly follow-up on a lead or customer.

How to Find an Extra Million Dollars in Your Business

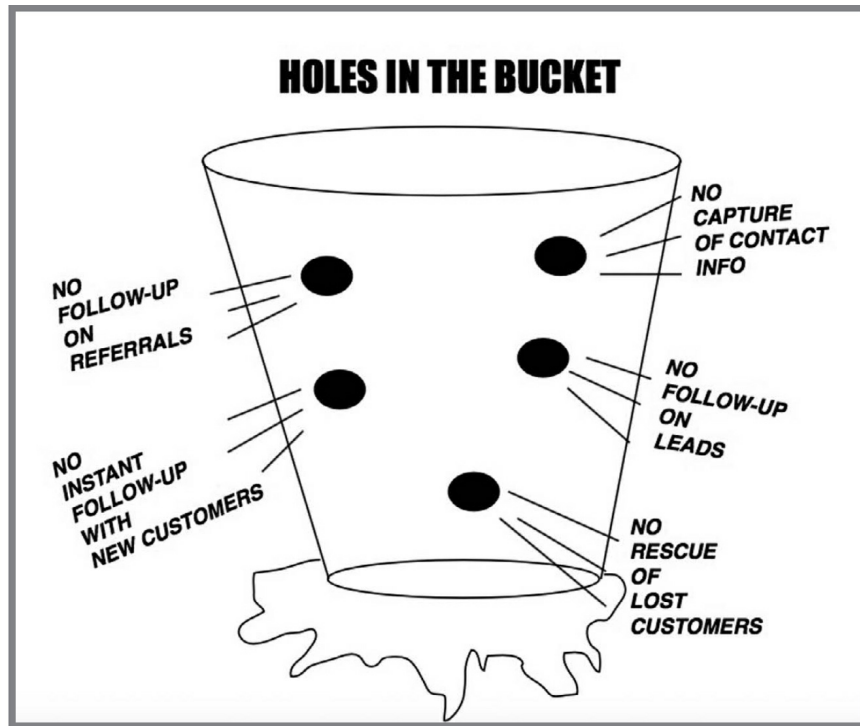
Could you use an extra million bucks?

If in doubt, ask your wife or kids about it. If put to a family vote, maybe to a vote of your vendors and bill collectors, I'll wager the answer is a yes. And less facetiously, more practically, would your future benefit from getting an extra million dollars put into your 401(k) or other retirement savings account? Well, I'm happy to direct you to where that extra million is hidden inside your business. It's in the follow-up that isn't happening.

Many times, owners of profitable ad and marketing campaigns are terribly slothful about this. If they spend \$1,000.00 to get 50 calls, only convert five to appointments, and only acquire two as customers—but those customers are worth \$1,000.00 each, they turn \$1,000.00 into \$2,000.00 and are pretty happy about that. But each call cost \$20.00, and 45 didn't turn into appointments—that's \$900.00. Nearly as much waste as profit. But the total reality is far worse than that. If with diligent and thorough follow-up, another five appointments and two customers could be had, he's let \$900.00, plus \$2,000.00, slip through holes in his bucket. If each customer can be made to refer one, and an endless chain of referrals created, the \$2,900.00 in waste goes to \$4,900.00, then \$6,900.00, then \$8,900.00, then \$10,900.00. Let that happen once a month, it's \$109,000.00 that should have been in the bucket that leaked out onto the floor. In ten years, it's a million dollars. It's my experience that in just about any small business, over a ten-year term, there is at least one million dollars in lost money to be had. If you own a small business and would like to retire as a cash millionaire, here's your opportunity.

This is how to use this book to make millions. Direct marketing is never just about acquiring customers—what we call “front end.” It is as much or more about retaining, repeat selling to, cross-selling to, and ascending customers on an ongoing basis—what we call “back end.” It is also the means of building a system to prevent leads or prospects, who could be converted to customers, from getting lost and coming and going unnoticed. See [Figure 5.1](#).

FIGURE 5.1: Holes in the Bucket



Here are some of the holes in business buckets, through which money leaks:

1. *As just described, the person who calls and asks questions, stays unknown, and gets no follow-up.* Remember, you paid for that person. If you don't capture his contact information so you can do follow-up marketing, you wasted your money.
2. *Little or no follow-up on leads obtained at trade or consumer shows.* This is particularly abysmal. In my most recent experiment at a big, local Home & Garden Show, I visited nine competing companies' booths, very clearly presented myself as a viable prospect for their products, made it clear I was not interested in lowest price, and made sure they had my complete contact information (except email, which I do not use).

And what follow-up did I get? By mail? Zero. By phone? Zero. Each of those exhibitors paid to get me, then they did nothing with me.

3. *No follow-up on referrals.* When Betty says, "I told Billy about you. I hope he gives you a call," the correct response is not: "Thanks, Betty.

I hope he does too.” That’s the common response, but it most certainly is not the correct response. You ask for and get Billy’s address so you can send him a copy of your book or information package, with a note mentioning Betty’s recommendation or a note from Betty, and an offer or offers (Rule #1). If Billy fails to respond, you send him a second letter. And a third, fourth, fifth. With offers. And you put him on your newsletter list and send him your monthly newsletter. With offers. You enroll him in your six-week email “course” tied to your product or service. That’s follow-up.



Resource Alert!

REFERRALS PROPERLY MANAGED can, alone, increase most businesses by 20% to 50% year-over-year. The *No B.S. Guide to Maximum Referrals* provides a comprehensive blueprint for achieving this kind of growth from financially efficient internal marketing instead of costlier and more difficult external advertising and marketing.

4. *No immediate follow-up to new customers.* Newly acquired customers need to become frequent and habitual repeat purchasers or ascend to higher levels of membership or somehow move from first transaction to committed relationship. This means they need to be quickly thanked, welcomed, and brought back, moved up, or otherwise committed. Think about the last five times you patronized a business for the first time—store, restaurant, service company, professional practice. What formal thank you did you get? In four or five out of five, none. What “welcome to the family” gift did you get? None.

5. *No prevention or organized rescue efforts related to lost customers.* For more than 30 years, surveys have consistently revealed “indifference by provider” as, by far, the #1 reason customers leave a business and drift elsewhere. Not some egregious act of incompetence or negligence or insult, not cheaper prices, not anything major. Just a sense of indifference toward them. That left them open to easy seduction. The best answer to lost customers is, of course, not having any. That requires very frequent, very consistent, and interesting online and offline communication. I teach 52 contacts a year, although I do more and GKIC does more. But on-time rescue efforts also work. Every kind of business has a set time by which a customer should be back—for the clothing store, it’s once before each season; for the diner, it might be every morning; for the auto salesman, every three years.

Whatever it is for you, alarm bells should go off for every customer not back before his stamped-on expiration date, and that alarm should set in motion a flurry of marketing and follow-up activity.

There are other holes. I’ve just named five. You have to find every hole in your business and plug it.

What Does Follow-Up Look Like?

There are hundreds of variations of follow-up campaigns and strategies. One of the most reliable is structured in four main steps—although, mixing in low- and no-cost online media like email, each main step may have a handful of contacts, not just one. Today, you have many opportunities to create closed loops, to keep re-engaging prospects. Email and/or mail might drive to a specific website housing a video sales letter or voiced PowerPoint presentation; the viewing of that triggers an email sequence and an outbound telemarketing call; a no-sale by that sequence and call triggers another predetermined sequence driving to a different website and video sales letter. It can all be automated. I currently have a client using four such closed loops, one after the other, each starting as the prior one ends, and, in total,

encompassing 48 online contacts, 11 offline contacts, 4 online presentations, 2 phone calls, all over 12 weeks. This is all deployed with precision: every follow-up contact is set for the fourth day, sixth day, ninth day, etc.

Here is a simplified, abbreviated look at a four-step follow-up campaign.

Step 1: Re-State, Re-Sell, and Extend Same Offer

Whatever they didn't do or buy is presented to them again in the best way possible. There is acknowledgment at the start that they are getting your letter or other communication because they didn't buy. The message will acknowledge that there are x-number of reasons people don't respond or buy at the first appointment, visit, conversation, etc., and these reasons are then answered and made to go away. The original offer is made available, with a new deadline for response.

Step 2: Stern or Humorous "2nd Notice" Tied To Onrushing Deadline

Classic themes and opening gambits include the good-humored, like "Are You Lost?" or "Frankly, I'm Puzzled," to the serious and stern, like "I'm Deeply Concerned about Your Failure to . . ." or "Are You a Man or a Mouse?" The offer is again presented, the deadline emphasized. Sometimes, the offer is slightly altered, perhaps with longer installment financing or a new or additional gift with purchase.

Step 3: "Third and Final Notice"

This ties to the deadline and the disappearance of the offer. For a pest control company offering termite control to its route customers, I designed this Final Notice to come from the company's attorney, in a law firm envelope, explaining that, in order to safeguard the pest control company from any liability for negligence in not fully protecting its customers' homes, it was required to clearly notify them of the hazards and costs of failing to treat a home with termite protection.

One great example of a good-natured sequence covering these three steps is in my book *The Ultimate Sales Letter (4th Edition)*—the famous Giorgio

Italian Restaurant letter sequence.

This has been a direct marketing staple for a long, long time. The very first Direct Marketer of the very first (albeit dubious) “cure” for what we now gently call E.D., or erectile dysfunction, Dr. J. R. Brinkley, a turn-of-the-century promoter of goat testicle grafts to men, generated leads by radio, print advertising, direct mail, and publicity, asked them to travel from hither and thence to his clinic, and followed up on the recalcitrant prospects with sequences exactly as described here. His marketing was so fascinating and so far ahead of its time and so remarkably effective, Chip Kessler and I wrote an entire book about it, rich with actual samples of Brinkley marketing gleaned from a historical society’s archives: *Making Them Believe: The 21 Lost Marketing Secrets of Dr. J. R. Brinkley*.

Step Four: Change the Offer

Sometimes the offer can be altered relatively easily—by offering new or more extended installment payment terms, by swapping out a bonus for a different bonus, that sort of thing. Other times, the unconverted prospects are telling you they don’t like your solution to their need, interest, or desire. That doesn’t mean the need, interest, or desire is gone. Mary responded to your ad because she wanted to lose two dress sizes before her friends’ annual July 4th beach party. You offered her six weeks of supervised exercise in a gym. She rejected you. She still wants to lose two dress sizes by July 4th. She doesn’t want to come to a gym three times a week. She might buy at-home personal training or a diet plan or pills or a gadget. Some business owners are limited to Steps #1 to #3 and, as a practical matter, can’t do #4. But a lot more can, if they would, than do. Trade schools began offering the option of online training for this reason. The “online university industry” is a response to the same rejection of offer but continued desire for solution with regard to post-high-school education, career training, and degrees. Weight Watchers, famous for weekly meetings complete with weigh-ins, also added the alternative of online coaching and support for the same reason. Big direct marketers in the same interest category achieve this 4th step by swapping lead lists. People who respond, for example, to advertising about a money-making opportunity in real estate and stubbornly reject the offer are turned over to a marketer of a money-making opportunity in homebased ecommerce,

in exchange for that marketer's list of prospects who have rejected his offer.

Important Reminder: Obey ALL the Rules

All your follow-up efforts by any and all means—even direct conversation by phone or face to face—should adhere to all ten of the Rules that I'm presenting.



Resource Alert!

Right about now, it may occur to you that the level of complexity in the precision-timed, multistep, multimedia marketing and follow-up campaigns I'm suggesting is beyond your capabilities—and you may be right!—but you do not need to remain hobbled; there is help to be had. There are marketing system automation experts, services, and software specifically facilitating all this for small-business owners.

I recommend investigating:

Infusionsoft: the leading and arguably only software built from the ground up to automate Dan Kennedy-Type Marketing,
<https://ww2.infusionsoft.com>

eLaunchers.com: Certified Infusionsoft Consultants and much more are available to design and build custom online/offline marketing systems, facilitate off-shelf online/offline marketing systems and campaigns, and design and host sites (elaunchers.com/kennedy).

GKIC: A comprehensive support company, network, and membership organization for entrepreneurs committed to direct marketing. It is a

portal to selected, expert vendors, and its own web services division offers audits and assessments of existing websites and linked marketing (GKIC/COM/WEB). All new GKIC Members are invited to FAST START/IMPLEMENTATION BOOT CAMPS (see [page 229](#)).

Dan Kennedy: For businesses of sufficient size, with opportunities of sufficient size and scope, I accept private clients for strategy consulting, marketing system development, copywriting, video sales-letter scripting and production, and coordination of a “project team” of best vendors, as needed. There are also a number of industry-specific groups that I provide such services to that you might join, in fields such as dental practice, orthodontic practice, financial advisory practice, and others. You are welcome to contact my office directly with any query, via fax: (602) 269-3113.

CHAPTER 6



Shouting Louder

Paul Revere purportedly rode through the streets ringing a bell and yelling “The British are coming!” and everybody lit their candles or lamps and paid attention. He’d have little effect today. That was then; this is now. We are immune to noise. It’s ever harder to get and hold attention just by making a lot of noise. If that worked, the marketers with the biggest bullhorns would always win and would stay on top forever, yet with increasing frequency little upstarts unseat longevity brands and category giants. There is also the matter of message, once attention is attracted. Certainly if you bang on my door loudly enough, persistently enough, I’ll come to the door—but now, you’d damn well better have something fascinating and compelling to say.

Rule #7

There Will Be Strong Copy

Confronted with clutter, confusion, competition, and commoditization in the marketplace, many business owners respond by trying to shout louder. They may do this by spending more money, buying bigger ad space, advertising in certain media more frequently, or hiring celebrity spokespersons or curbside clowns to wave placards. *But yelling isn't selling.*

I began business life as a salesman. Many business owners do not have such beginnings, and they are often handicapped by lack of experience with and poor attitudes about strong salesmanship. I morphed into a very successful career as a direct-response copywriter, and for the past decade or so, I've been paid no less than \$1 million a year to craft and write copy that sells. I know that sales and subtlety rarely go hand in hand. I often find myself helping clients get over emotional hang-ups about this, the most common having to do with either an erroneous, often ego-driven belief that their clientele is more sophisticated than most and will not respond to "pushy" and sensational copy or a fear of what people will think of them—those people who are not customers but peers, employees, friends, family, or the public at large.

The fact is, there is enormous, ever-growing, almost overwhelming competition for attention and interest. A daily tsunami of clutter that must be cut through or circumvented. Even a dull-wittedness and numbness toward advertising, marketing, and sales messages that block reception in the same way driving into a dark underground tunnel blocks cell phone reception. In this environment, the ordinary and normal are ignored, the cautious and calm messages unnoticed.

You can't send a shy, timid Casper Milktoast to knock on the door of a home or walk into a business and beg in nearly a whisper for a few minutes of the prospect's time. So you can't do that with a postcard, letter, flier, newsletter, email, web video, etc. either. Send The Incredible Hulk instead—huge, glowing neon green, stomping, yelling. He can't be ignored. He shows up, guy drops what he's doing and pays attention. But there's a caveat . . .

Copy: the words in printed or online media can't *just* shout. Loud but irrelevant isn't much better than quiet and relevant. Loud, you can grab

attention, but you can't convert it to interest. The Incredible Hulk stomping into your office would get your attention, but he'd still have trouble bridging to interest and having you engage in a conversation with him about just any new product. He'd be good for, say, cybersecurity software or services, but not appropriate for many other things. We have to be sensational and attention-commanding, but we have to do it in a way that establishes relevance and credible authority and creates proactive interest in our information, goods, and services.

A new problem discouraging business owners from advancing their sales messages assertively and boldly and completely is what I'll call online and social media culture. In some social media places, overtly and assertively selling is viewed and criticized as if you showed up at church on Easter in an itchy-bitsy, teeny-weeny, yellow polka-dot bikini. My advice is, first, not to be intimidated or overly concerned with how many people look at you disapprovingly, as long as you are getting positive results in attracting your most desired customers and as long as you do not cross actual prohibitions of the media, getting you unplugged and banished. Second, be very, very skeptical and suspicious about investing money or time in media where you are prohibited from doing what works—including delivering straightforward, powerful lead generation or sales messages.

The Four Chief Sales Copy Mistakes (That Smart DIRECT Marketers Do Not Make)

Most great sales copy is written backwards, from the customer's interests, desires, frustrations, fears, thoughts, feeling and experiences, journeying to a revealing of a solution or fulfillment tied to your business. Most ineffective copy starts, instead, with the company, product, or service, and its features, benefits, comparative superiority, and price. These are common default positions that the overwhelming majority of advertisers, copywriters, and salespeople fall back to, rather than developing a more creative, customer-focused positioning.

As example, consider these two appeals to golfers:

Now—You'll Hit The Ball Off The Tee
Farther And Straighter
Than You Ever Have In Your Life—
Each And Every Time
With “Perfect Swing”

Or:

Now—You'll Amaze Your Golf Buddies
When You Hit The Ball
Off The Tee
Farther and Straighter
Than You Ever Have In Your Life—
Each And Every Time
With “Perfect Swing”

Look closely. I only added four words expressing one key customer-focused benefit.

The first headline is about two benefits. The second is about an ego-rewarding experience you'll have because of the benefits. We could make it even more overt and stronger:

Now—You'll Be
The Envy Of
Your Amazed Golf Buddies
When You Hit The Ball
Off The Tee
Farther and Straighter
Than You Ever Have In Your Life—
Each And Every Time
With “Perfect Swing”

The first mistake is to rely on any or all of the six default positions instead of writing to and for and about the psyche of the customer.

The Six Defaults of Dumb Copywriters, Marketers, and Salespeople

1. About the Company
2. Products and Services
3. Features and Benefits
4. Comparative and Incremental Claim of Superiority
5. Price/Discounts
6. Guarantee/Warranty

As an aside, a quick “bonus” graphics lesson: line breaks in ad copy matter. I’ve carefully picked the end words and start words of each line in the above headlines so each line is a complete idea. If I leave it up to my computer to break the lines, they end in midthought.

The second, closely related mistake is writing factually and “professionally” rather than emotionally, with enthusiasm, and conversationally, as you would tell somebody about your discovery. I don’t care if you are selling to Fortune 1000 CEOs in sky-high boardrooms or to Papa Bear in his mobile home in the trailer park, your best approach is to write like you talk, and like you and he would talk—and to infuse your writing with enthusiasm and with deeply emotional appeals.

In the above examples, the first version had no emotional appeal. The second, the emotional appeal of greater confidence, capability, and fun; a better experience to be imagined, and the mental picture produced is of you swinging the club perfectly and watching the ball soar long and straight and true. But in the third example, that emotional appeal is secondary to the much stronger emotional appeal of doing that while observed by amazed and

envious friends.

The third mistake is being timid or bland in your claims and promises. I did not, in the above examples, stop at far and straight or farther and straighter. I made it: farther and straighter *than you ever have in your life*. Many believe that their customers, clients, or patients are smarter and more sophisticated than others, at least immune to such sensationalism and hyperbole, possibly offended by it, and that they might be discredited if engaging in it. Such business owners are wrong. Their beliefs are in contradiction with facts. In every category of product or service, in media directed at presumably educated and sophisticated people, I can find for you a highly sensational ad making grandiose and extraordinary claims that is a huge success. Zig Ziglar was right: “Timid salesman have skinny kids”—no matter who they’re selling to.

The fourth mistake is violating Rules #1 and #2. Too much copy wimps out at the point of directing the reader, listener, or viewer in exactly what they are supposed to do.

If you insist on shouting a weak message louder, you only ruin your vocal cords and dissipate energy. More aggressively advertising a weak message wastes money. You can even do lasting damage, by marking yourself in minds as timid and ordinary and uninteresting.

Now I have some news for you that you may well consider “bad news.” Many people sabotage themselves a lot by categorizing facts as either bad news or good news, rather than just as facts to be appropriately acted on. A negative attitude toward a fact makes it worse news. The fact about strong sales copy is that you need it, and you may need to learn to write it for yourself. The very small fraternity of top-level direct-response copywriters like me are in high demand and are routinely paid upwards of \$15,000.00 to \$25,000.00 to write copy for one ad, letter, or website, and upwards of \$100,000.00 to write copy for a complete multimedia project, often with royalties linked to results on top of fees. We are a bargain for clients with sufficient size and scope of opportunity but unaffordable to most. There is, frankly, a precipitous drop from us to a large legion of journeyman freelance writers who present themselves as copywriters but often have little or no direct marketing experience or acumen.

Most small-businesspeople who have strong copy in their marketing learn to write that copy for themselves. If this happens to be brand-new to you,

start with my book *The Ultimate Sales Letter (4th Edition)*, my *Magnetic Marketing System®* (GKIC.com/Store), and a few books on copywriting by the following people: Joe Sugarman, Michael Masterson, and classics by Robert Collier and Victor Schwab. The good news is you can see where and how your copy is weak by reviewing the examples in this chapter and in the resources mentioned in the book. In many cases, you can strengthen your copy with minor changes, just as I did here with the golf example.

If, however, you prefer seeking help from outside, professional copywriters, you should check out the directories and job boards where you can post assignments and needs provided by American Writers & Artists, at www.awai.com. If you are in information marketing, publishing, seminars and conferences, or coaching and consulting, there are AWAIMember freelance writers who have completed a Certification Program with me, specifically preparing them to serve such clients. You can access their directories via info-marketing.org or www.awai.com. Of course, if you think you might be an appropriate client for me, you're welcome to query my office via fax: (602) 269-3113.

CHAPTER 7



Tux, Tails, and Top Hat or Coveralls and Work Boots?

Businesspeople like fancy advertising. They like to dress up their advertising and marketing, in professional or elegant attire, and they are easily persuaded to do so by purveyors of fancy. Business owners love hearing praise for the cleverness, cuteness, or comedy of their marketing. Their egos are not concerned with results, but with feeling good and proud. As direct marketers, we prefer work clothes. We're not dressing up our marketing for approval by snobs at the fancy dress ball. We're getting it dressed and ready to do a job.

Rule #8

It Will Look Like Mail-Order Advertising

In the last chapter, copy. Next, appearance. Fortunately for you, direct marketing revolves around only a short list of Rules that I'm presenting here, and Direct-Response Advertising revolves around an even shorter choice list of formats. It is to look a certain way.

This is going to shock many of you to your core. It can, if you let it, simplify your life and make you a great deal of money. This Rule is a great simplifier, because it ends your paying attention to—and trying to emulate—the overwhelming majority of all the advertising you see on TV, in magazines, in newspapers, online; by your peers and competitors. You are to go blind to anything except *pure* mail-order advertising, which I'll tell you how to identify, and where to find, to observe, in a minute. But first this is very important: all advertising except mail-order advertising will, from here on out, be willfully ignored. You will resist any temptation whatsoever to borrow from any of it, copycat any of it, worry about differences between it and your approach. You will, in fact, live in utter defiance of its norms.

I am specifically speaking of the formats, layout, and appearance of advertising—whether a print ad or a website or any other item. Classic mail-order ads are typically broken up into one quarter, one half, and one quarter of the page, give or take. The top quarter is for headline and subheads; the middle half for presentation of product or proposition, sometimes aided by testimonials; the bottom quarter for the offer and clear response instructions, often with a coupon. The most frequently used alternative is the advertorial, which mimics an article. If you will stick with these two formats, you can safely ignore all others. Online, the homepage of a website mimics the classic ad: there is a headline and subheads at the top, some product or proposition info in the middle, and a click to order, or a form or email box to fill in, at the bottom. This may be assisted with video. It may *not* be polluted with top, side, or bottom panels offering a myriad of click options taking visitors hither and thither and putting them in control of an experience full of variables. It will be the start of a single, focused sales presentation leading to a decision, response, or purchase instructions, and an action—just like a print ad.

The other reliable format is that of a letter, from you to the reader, at

whatever length is needed to do the job. I have clients mailing 4, 8, 16, 24, and, in one case, 64-page sales letters. One of these, the 16-page one, literally tacked up online as a website, having traffic driven to it, has produced over \$1 million a year for nine years running.

To see real mail-order advertising, you need to assemble a diverse assortment of magazines in which many highly successful mail-order companies consistently run full-page advertisements. These include *Reader's Digest Large Print Edition*, Farm Bureau journals, tabloids like *National Enquirer* and *Star*, and business publications like *Investors Business Daily*, *Entrepreneur*, and *Small Business Opportunities*. Almost all special interest magazines for model railroad hobbyists, gun enthusiasts, horse lovers, etc., have fractional and full-page mail-order ads. The response mechanism won't, in most cases, be mailing in a coupon, but instead calling an 800 number or going to a website; otherwise the ad might have run in 1950 and will probably be doing fine in 2030. You will also encounter advertorials in the same publications. Tear out and keep these ads; *discard all others*. Let these true mail-order ads be your only models. If you will respond to some, your mailbox will soon be full of direct mail also following classic formats and architecture.

I also want you to seek out—Google, Amazon, etc.—the following legendary mail-order men: Joe Sugarman, Gerardo Joffe, E. Joseph Cossman. Get their books. Study their ads. These men know how to format a mail-order ad.

As you come to recognize the main mail-order ad formats (and everything else that isn't), you should build what direct-marketing pros call “swipe files” for yourself, filled with sample ads torn from different magazines and newspapers, downloaded from the web, retained from mailings—only the mail-order style ads. When you go to create something for yourself, you can review these samples for inspiration, ideas, and to keep you inside the box of mail-order ad appearance.



Resource Alert!

If you get very serious about this, a chronologically organized collection of my best and favorite ads, direct mail, and other marketing for my own businesses and clients is available, featuring samples exactly as used, The Dan Kennedy Lifetime of Work Archives Collection, Volumes 1 and 2 at GKIC.com/store. Or call 800-871-0147. Also recommended, available at Amazon, *Million Dollar Mailings* by Denny Hatch and *How to Write a Good Advertisement* by Victor Schwab. Also *Hall of Fame: Great Selling Ideas: 50 Super-Successful Direct-Mail Letters and Direct-Response Ads* from American Writers & Artists, at www.awai.com.

Understand, what I am telling you to do is “strange.” On its surface, it is akin to telling you to put your automobile in storage and drive a boat to and from work on city streets. Others who see you using mail-order ad formats for your business will think you’re as batty as if you were driving a boat down the highway. That’s OK. There’s method to the madness . . .

First, only mail-order ads actually persuade people to buy things and to do so immediately and directly. Presuming you would like to sell things with your ads, I suggest it’s not *really* strange at all to emulate only the ads that sell, rather than emulating all kinds of ads that do not sell. Other ad formats and styles may brand-build, please the eye aesthetically, be praised as creative, win critical acclaim and awards, affect market share over time, immeasurably and uncertainly influence, plant thoughts that later influence purchasing. But only mail-order ads sell and sell now.

Think about it this way: if you wanted to succeed as a salesperson in a given field, and there were disdained but highly successful and prosperous group of salespeople, and there was a much larger, more peer popular, more commonly seen group of salespeople suffering from elongated sales cycles, poor conversion rates, barely eking out a living while hoping to build up goodwill that will pay off someday—which ones would you want to be permitted to shadow for a few weeks then emulate? Mail-order advertisers,

offline and online, are the first group. Most of the advertising you see is from the second. Beware. Be wary. Be smart!

Second, sticking with mail-order ad formats prohibits a lot of mistakes. I was at a writers' conference recently and listened to a much published novelist talk about kicking out new books in three different series every six months, as she explained that she put her characters only in places she knew well, confined herself to plots she used repetitively, and basically operated within a small box. Someone asked her what would happen if she let herself out of her box? She said: many, many, many bad things. The same is true for the business owner or entrepreneur who is somewhat the amateur at direct marketing and direct-response advertising. If you let yourself roam outside a small box, you are vulnerable to being led astray in a dozen different directions, to winding up with "cool" and creative websites and ads that don't sell. You have three boxes: the classic, pictorial mail-order ad; the advertorial; and the letter. Stay inside those three boxes.

As encouragement, let me show you a very simple and straightforward example of mail-order style advertising for an ordinary, local business: landscaping. If you made a point of finding all the Yellow Pages, newspaper, magazine, direct-mail, Val-Pak, and online advertising from the landscapers in your area, it's unlikely any would look like the one in [Figure 7.2](#) on page 80. Instead, they'd be full of photos, illustrations, the company names, logos, and lists of services, and would look like a professionally prepared ad, like all other ads—a guy in a black tuxedo amid a lot of other guys in black tuxedos at a wedding reception or charity ball. A bunch of penguins. This ad is the lone guy who wandered in, in plaid flannel shirt, denim coveralls, and work boots. Can't miss him.

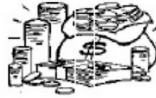
Now here's the story behind this ad (see [Figure 7.1](#) on page 79, reprinted from my MILLION DOLLAR MARKETING LESSON that appears monthly in *The No B.S. Marketing Letter*.)

FIGURE 7.1

Dan Kennedy's
MILLION DOLLAR MARKETING LESSON
 Class is in session. The Professor of Harsh Reality and Grand Opportunity is here.



My Platinum Member Mike McGroaty wears denim coveralls, says "aw shucks", and plays at being "just a dumb dirt farmer." He is anything but. He has built and runs a successful farm, nursery and landscaping business, and has a thriving info-business, teaching "backyard nursery operation" to hobbyists and home-based businesspeople, for fun 'n profit. Here is an inspirational lesson in direct marketing that every local bricks-n-mortar or service business owner can profit from....



Advertising Methods', and I've been a student of marketing ever since. This ad is an expansion of the original, and as I just proved, it, and the old-fashioned newspaper, still work just fine.

[*Mike's book, *Can Any Small Business Make You Rich?* Is available at TurnTheCrankMarketing.com. You should read it. If you have a "young entrepreneur and future millionaire" in the family, it's great for him or her too.]

The Million Dollar Lesson, in Mike's own words:

"Dan, I recently ran this ad to see if it still worked - I haven't used it since 1996 (EXHIBIT #2). I guess I wanted to prove to the local Chapter/Mastermind Members that simple, straight-talk ads like this still work - I see them struggling with cluttered ads that won't produce and a lot of time-sucking online activity they can't measure. I ran this - again. RECENTLY - in a local, community newspaper, with about 50,000 circulation, for \$400.00. It's written to repel more than it attracts. Those who can't spend \$2,000 don't call. Those who live in \$300,000 or \$400,000 'mansions' don't call. Its target is the retired blue collar folks, in modest homes, in the working class neighborhoods, age 57 and up. 14 people called and we did 2 jobs. (We video taped one and I'm now going to make a how-to product out of this. Most of these re-landscape jobs can be done in under 6 hours with 3 guys, and the operator can net about \$900.00 As you say, no reason to be broke in America.)

The history of this ad goes back to 1983, when I was tired of working for really arrogant people with money AND I was broke. I wanted quick, easy jobs that I could do in one day, not over three weeks. I started with a small ad (shown on page 69 of my book*) and it worked. I ran it in a coupon book 6 times a year for 13 years, with a 20-1 ROI. I went to the library to learn WHY it worked and found the book 'Tested

By the way, the Mailbox Million Training, great stuff. My biggest takeaways haven't sunk in yet, but the one thing that resonated with me was: 'you can sell people things they AREN'T searching for.' In my info-marketing business, hardly anybody goes online searching for what we sell, but when you said it at Mailbox Millions, it really hit home. Also, that I need to focus on the 5% who will pay more and the 1% who will pay a lot more. With 100 new customers a week, we are leaving a lot of money on the table."

Now, a caveat. This ad operates in contradiction to Ben Glass' advice elsewhere in this issue of The No B.S. Marketing Letter, where he says "the purpose of your ad should not be to make a sale. That's making the ad do too much work." Ben advocates lead generation and follow-up by media (not manual labor), to lead to the sale - also the approach I usually prefer and champion. Ah, but, there is more than one way to be right. And marketing choices are situational, not universal or absolute. Technically, even Mike's ad is lead generation, with a free offer (for estimate and design), but Mike also has his ad doing a lot of heavy lifting, nearly making the sale, disclosing price. This is why we test different approaches, and show you different approaches, so you can get to a customized 'ultimate marketing plan' that perfectly suits you. Ben is one of the smartest professional practice marketers there is on Planet Dan or anywhere else, but he and I and everyone else must be used as guides, not dictators.

Article reprinted from the MILLION DOLLAR MARKETING LESSON, *The No B.S. Marketing Letter*, September 2012.

FIGURE 7.2

Your House Re-Landscaped Only \$1,995!

Just look at everything you get for this crazy low price!

First of all, the consultation, the estimate and the design are free. You won't pay a dime unless you hire me to actually do the work. I will design a landscape that not only compliments the architecture of your home, but a landscape that is pleasing, colorful, interesting, and very, very easy to care for. This design will include an array of beautiful plants, all hand selected at the nursery by me. I'll show you photos of the plants that I am proposing for your home and I will give you a written, signed estimate.

If you hire me to do the work this is what you can expect to happen:

We'll come out and rip out all of the old shrubbery in front of your house and haul it away. I will personally layout the planting beds with a gentle design of sweeping curves that will be attractive and very easy to navigate with a lawn mower.

All weeds and grasses will be removed. We'll then wheelbarrow by hand, (no machines tearing up your lawn!) a minimum of five cubic yards of good, rich topsoil into the planting beds.

Once the planting beds are prepared the new plants will be brought in and very carefully arranged before they are installed, making sure each plant is precisely placed in the landscape. Once planted I personally do any pruning that is necessary so the finished landscape looks great and you won't have to touch it all summer!

We'll finish up by applying two to three inches of hardwood bark mulch and then I've got a secret weed control strategy that works incredibly well to keep your new landscape free for many months to come.

That's it! You don't have to lift a finger. The most work you'll do is picking up the phone to call.

When we are completely finished we'll clean up and make sure there is nothing left for you to do. As I mentioned earlier we haul away all of the debris.

That's what you get for \$1,995.

Wait! That's not all.

You also get a no questions asked one-year guarantee on every single plant.

Your House Re-Landscaped Only \$1,995!

That's right, if you lose any plants in the first twelve months I'll come out and replace them free of charge! Seriously. All of the plants are guaranteed to live for one full year.

There are a couple of other things you should know. One, I'll be on the job working right along with my crew. I am not going to send a bunch of unsupervised knuckleheads to your house. I just won't do that!

I'll be there with my son Duston. Duston has been working with me for years and he knows as much about this as I do. We'll probably bring somebody else along as well to help with some of the heavy work.

As much as I love doing these re-landscape jobs, they are a lot of work and as much as I hate to admit it, swinging a spade, a spud bar, and pushing a wheelbarrow all day kicks my baby boomer butt! I need a lot more breaks that I used to, that's for sure!

But I truly enjoy doing these re-landscape jobs. I love the people I work for, and I love the look on their faces when the jobs are done.

Reprinted from the MILLION DOLLAR MARKETING LESSON, *The No B.S. Marketing Letter*, September 2012.

The other thing that you should know is that we don't mess around. We are not going to come to your house, make a mess then disappear for days or weeks at a time. Once we start we stick with it until it's done unless the weather forces us to postpone for a day. But won't leave you in a mess. We'll get in, get it done, and get out!

You will be very, very pleased when we are done. I promise!

Okay, now here's the catch. I've only got time to do a few of these re-landscapes. I might do three of them, maybe four, absolutely no more than five. If you're interested I suggest you call right now.

Remember, there's no obligation, the estimate and design are free.

Michael J. McGroarty
McGroarty Enterprises Inc.
Perry, Ohio 44081
440-223-5309

P.S. I really am only going to do a few of these. Wish I could do more, but you know . . . Time is the elusive monster.

CHAPTER 8



Money in the Bank

In any and every business, you're actually in a number of businesses. Most businesses have many deliverables, not one. A dental practice may be in the teenage teeth-straightening business with products from traditional braces to Invisalign,[®] but also in the implant business with seniors. Each business is the same. A quantum leap in income occurs when an entrepreneur differentiates deliverables from business and sees himself in the marketing business. An even more profound shift on thinking takes us to being in the money business. It is possible to be in business for reasons other than money, but it's rarely a good idea, and it's usually more accurate to term such endeavors hobbies and tax losses. Most business owners are above all else, acknowledged or not, in the money business. There is a relationship between your acceptance of that fact and behaving accordingly and the amount of

money you make. When you fully grasp that you are in the money business, you think, behave, and govern differently than when you think you are in some other business—and your income automatically improves.

Rule #9

Results Rule. Period.

Consider the simple agreement: you want your car hand-washed and waxed outside, vacuumed out inside, for which you will pay your neighbor's teen \$20.00. If he does not wash or wax or vacuum the car but wants the \$20.00 anyway, what possible “story” could he offer in place of the result of a clean car that would satisfy you? I would hope none. You didn't offer to pay for a story. You offered to pay for a clean car. The same is true with advertising and marketing investments, and do not let anyone confuse, bamboozle, and convince you otherwise.

Further, no *opinions* count—not even yours. Only results matter.

One of the best things about direct-response advertising and direct marketing is that we can run split tests and tests against controls. If I have two ideas for positioning and promoting the same product or place of business—let's say one has to do with the organic and health benefits of the food, the other with the gourmet and exotic nature of it, the “cool” factor—I can create two ads or just two different headlines for the same ad, and test them in the same environment. On the internet, I must use Google Adwords to drive traffic to two different websites. Offline, I might split a mailing list in half. I might put a free-standing insert (FSI) about idea #1 in half a day's newspapers, and FSI about idea #2 in the other half. By adhering to Rule #4, I will then *know* which produces more and a better response. I don't have to settle for anything less than *knowing*. That's a split test. If you have an ad, a Val-Pak coupon, a postcard, a website, anything that works satisfactorily, in direct-marketing industry lingo, you have a control. We test one variable at a time against that control, in split tests. Again and again and again, as often and as cheaply as we can. When a change boosts response, it is incorporated into a new control.

Either way, we arrive at a definite factual conclusion provided by actual

results. This negates any and all opinions.

One of the biggest direct-response advertisers in financial services offering credit cards and loans to small businesses and to consumers reportedly conducted over 10,000 split tests and tests against controls in one year's time. That is a big commitment to smart, scientific, sophisticated direct marketing!

If you operate a very small business and can't figure out how to do much of this kind of testing, then the next best thing is to pay very, very close attention to national direct marketers selling comparable ideas, goods, or services to your customers, because they are doing a lot of testing, and their controls are visible. If, for example, you are a doctor or a hospital, you would pay very close attention to the health and alternative health newsletter publishers and the nutritional supplement companies who market by direct mail, radio, TV, and online—and it is easy to get on all these mailing lists and get all their mail; just subscribe and buy from a few. Use different versions of your name (Dan Kennedy, Dan S. Kennedy, Daniel Kennedy, etc.) and different addresses (your office, your home, your parents') so you get multiple copies of the same mailings and can more easily determine a particular piece is being mailed expansively, often, and repetitively over months, marking it as a control. People like my friend Brian Kurtz, in the decades he directed the marketing at Bottom Line Health, Bottom Line Personal, and Boardroom sold millions of dollars of health-related “cure” books and newsletters by direct mail, spent tens of millions of dollars mailing their sales materials, and ran umpteen split tests and tests against controls. This hugely successful company continues to develop, test, refine, and mail millions of such pieces every year. Their test results can be yours to use. The same thing exists in almost every product, service, need, interest, or subject matter category. There are direct marketing leaders selling to your customers. You can also access on-demand archives of current and historical controls in any category via www.whosmailingwhat.com.

Back to health: if five different smart direct marketers' controls all feature, as a bonus with purchase, a book, report, or CD about remedies for joint pain—even though some are selling books, others newsletters, others pills, and none are selling a joint pain remedy, and they are mailing to consumers age 50 to 70, and you have any kind of a local health practice and want to attract patients age 50 to 70, and you fail to create and offer as a gift a

book, report, or CD about remedies for joint pain, you are a blockhead.

If you can combine leveraging other marketers' test results by studying and extracting common success factors from their controls with your own testing, you can develop "killer" promotions, campaigns, marketing materials, websites, and web videos. Yes, I'm afraid this requires you to become a serious student, observer, and analyst of top direct marketers successfully selling to your customers and prospects. Yes, it requires you to actually work to elevate your game. No, there's no one magic app for this. But if you sincerely want to raise yourself out of the clutter and above your competition, this IS the work you will do—because I can promise you they won't.

It's Going to Get Weird. Embrace the Weirdness.

A lot of what you see and are told throughout this book, and that you'll discover if you begin collecting, accumulating, and studying major direct marketers' direct mail and other marketing, will look, sound, or feel *wrong* to you. Too bold, too aggressive, too hype-y, too unprofessional, too weird, too contradictory to everything you see done in your field, too whatever. Of course, that's the old you reacting to it, before you became a knowledgeable direct marketing pro. Regardless, your opinions *never* count. You don't get a vote, because you don't put money into your cash register. Your spouse, momma, neighbor, golfing buddy, competitor, or employees don't get to vote either, for the same reason—and you must explain to them, in no uncertain terms, that they have no vote. The clout belongs exclusively to the customer. The only votes that get counted are the customers', and the only legal, valid ballots are cash, checks, and credit cards. Everything else is B.S.

With this Rule #9 to live by, you will be the most results-oriented businessperson on the planet, immune to opinion, criticism, or guesswork. If it sells, it's good. If it doesn't, it isn't. You are going to quickly become "Mr. or Mrs. or Miss Money in the Bank." If you can't clearly track money in the bank from something, stop doing it. There's likely an EXIT sign above a door in your place of business. Through that door goes anything and everything (and anyone) not definitively putting money in the bank. And if something

that does put money in the bank is “weird,” so be it.

Tim Ferriss told me he chose his first book’s title, *The Four-Hour Workweek*, by testing many possible titles via Google Adwords, and that the winning title was not his preferred choice. He let the market choose. His book soared to bestseller status and made him famous and rich. Personally, I detest the book’s title and abhor the idea people get from it. But I admire Tim’s wisdom in counting the right votes.

I had a client with upscale home furnishings stores who suffered a wife thoroughly embarrassed by his personality-driven, inelegant direct-mail campaigns. Every year he spent a good-sized sum producing a fancy, slick, prestigious brochure about his stores that he never actually used. The entire exercise was to give his wife something she was willing to let her family and friends see, that represented their business! Many people have echoed her level of distress to me about using direct-response advertising—until they saw and banked the results.

To be a committed direct marketer, you must be committed to results.

The world, incidentally, is overrun with people claiming desire for all sorts of results—from wealth to weight loss—but unwilling to do what is required to achieve the results, even when that requirement is clear and within their doing. That is a fundamental difference between the few winners and the bulk of losers in every endeavor: the winners prize the desired result above every other consideration and are willing to do whatever it takes (within the law) to get that result. The losers think and say they want the result, but they want it only if they can have it somehow gifted to them, without meeting its requirements.

When it comes to driving a business to exceptional heights, an income to the top 5% or 1%, a product to dominance in the marketplace, there are known requirements—almost always including violating industry norms, being judged odd and being roundly criticized, setting aside all opinions, and relentlessly focusing on what works.

If you narrow this, and return from it as broad principle to micro-marketing strategy, you will arrive at a requirement for commitment to direct marketing and direct-response advertising. I have made an admittedly informal but, I think, fair and fairly comprehensive study of the startup businesses in all fields that have grown to make their owners rich, and the

ratio of those using direct marketing vs. those using other types of marketing is about 50 to 1. As an investor, if a company is not heavily utilizing direct marketing and direct-response advertising, I'm nervous about owning stock in it, and rarely do. Conversely, there's a big graveyard of companies begun and built with direct marketing, sold to and bought by much bigger "normal" companies, and quickly destroyed and bankrupted. These failures all involve confusion and mixed agendas and loss of focus on what produces results.

Beware New Metrics Nonsense

You will be told that you can't measure new media with old metrics, that trying to hold social media like Facebook or YouTube accountable in hard dollars-and-cents, direct-return on investment terms as you do print, direct-mail, and broadcast advertising is unreasonable and antiquated thinking. The best answer I've heard for this, from an employer to several members of his marketing team: "Fine. As long as I can write new metrics instead of dollars on *your* paycheck, I'll let you spend my marketing resources on new metrics."

Anytime anyone or anything seeks to hide from precise accountability, there's B.S. in the air. Beware!

I have watched the marketing world invaded by 20- and 30-year-olds pushing their employers and clients to invest untold sums and resources in online and social media that they claim defies measurement yet is both essential and effective, and get away with it, because they speak an invented language, a new media gibberish, that confuses and intimidates their senior bosses. This is mysticism. It is not new. It is as old as the Ouija Board. As old as wizards enriched by kings. I have seen this same mysticism before. Many current practitioners think it is new. It is not. It is a rerun. There are always mystics inventing new ways to conceal perfidy.

In the trade journals read by the direct marketing industry, articles by mystics pronouncing old media and old metrics dead and promoting their preferred, unaccountable, new media abound. But in the real world, where money is actually made with marketing by people who must account for their dollars—small business—a very different viewpoint grows by the day. Here's what one of our successful GKIC Members*, John Melley, wrote about his own conclusion: "I've also decided that Facebook is a gigantic, narcissistic time suck. Yes, I too got caught up in this 'shiny object' and wasted time and money trying to harness it. My time and efforts are spent better elsewhere. Others say I'm missing the boat, but every dime I've made this year was made outside Facebook." (<http://johnmelley.com>)

Ryan Holiday, the former Marketing Director for the trendy American Apparel Company, has provided a remarkably candid exposé of online blogs in his book *Trust Me, I'm Lying: Confessions of a Media Manipulator*, which reveals how blogging as a business and as means of promoting businesses, people, and causes really works—and it is very grimy and ugly,

enormously time-consuming far beyond what most businesspeople can give it, and can best be described from a marketing standpoint as *very indirect* marketing. Maybe most radically, B.J. Mendelson's book, *Social Media Is Bullshit*, premiered in 2012, in which he asserted, "None of these social media platforms are good for business. . . . Offline matters more than online. . . . Be skeptical of metrics like 'awareness' and 'engagement'—these and other new social media metrics don't mean anything." Because you hear so much about online and social media and are under such pressure to invest time and money in more and more of it, I urge reading both these books to hear a couple very different perspectives.

In more recent years, social media has been even more exposed, as scandals over faked traffic have broken, major advertisers have left or obtained huge rebates, and more and more marketers have dared to question the value of the media.

With all that said, there are practical and productive ways for most businesses to utilize the popular social media places, explored in a book in this series co-authored with my friend Kim Walsh Phillips, *No B.S. Guide to Direct-Response Social Media*. I must urge you not to be persuaded of different standards for different media—for any media, old, new.

I May Sometimes Be Mistaken For The Angry Old Man Yelling At Kids To Get Off His Lawn, But . . .

To paraphrase a famous line, I don't "give 'em hell." I demand facts, and when they can't give them to me, they think it's hell. Marketing decisions can be made based on mysticism or based on facts and directly measurable monetary results, and you get to choose, which seems most sensible and most likely to lead to success.

I have a few big company clients. Only a few because my temperament is ill-suited for corporate bureaucracy and politics and foolishness, and I prefer clients with agility rather than size. But I have a few. Some have grown up from seedlings to gigantic empires with me over 10, 20, or 30 years. Others find me, perhaps as result of a book like this, and bring me in to crack the direct-response whip. In these places, I often find myself unwelcome when confronting the mystics ensconced in their conference rooms. They attempt, behind my back or openly, to characterize me as an angry elder being rendered irrelevant by dynamic change I do not understand. I suppose I aid their false characterization by well-known personal preferences: I *personally* refuse to use the internet, do not own a cell phone, and have a restored 1983 Jeep Wagoneer (with no GPS, no Facebook screen, no iPhone dock) as my everyday car. However, in direct and intimate work with clients and on my own projects, I drive online sales in excess of \$500 million a year—with websites, online video, online sales letters, online catalogs, even social media, and, predominately, offline media directing traffic to online sales points, and, beyond that, more loosely connected to me, online sales exceeding \$2.5 billion occur annually. It is a completely false conceit to marginalize me or to seek escape from my sharp-eyed scrutiny and sharp-tongued critique. I am certainly NOT going to tell you that online and/or social media can't be deployed profitably or even advise you to risk abstaining from at least some of it. A website, for example, is nearly an essential, and if you're going to have one, several, or many, you might as well have fully functional direct marketing sites, as described in GKIC's Chapter 14. But I am

going to stridently caution you against pursuing the new and exotic and seemingly cheap media if you're not even making full use of the most reliable, directly measurable, and profitable investments you can make.

I can't bear to watch baseball because there are only two people working most of the time, with everybody else standing around scratching themselves and watching. I started out poor, and I've been scrounge-in-the-car-seat-cushions-for-change-for-dinner broke. The kid with the MBA in marketing bought and paid for by his parents and government-subsidized debt who has arrived in your office all dewy and fresh and in love with new media and new metrics has never had to sweat blood over a dollar. I have. You probably have—and don't forget it. Don't let anybody bamboozle you with bullshit into letting dollars play or stand around or escape the mandate to measurably multiply. Your motto must be: *if it doesn't pay, not today*.

It's OK not to be cool or first or early. There are a lot of tested, proven, formulaic, and reliable marketing methods and media to use to grow a business. A lot. And real estate on the internet is inexhaustible. You can't be locked out anywhere by coming late nor can you take a hill and hold it by getting there first. You can wait and stubbornly insist on waiting to put money into a slot until there's a certainty of getting money back out.

A story: Many years ago, I found myself in Nassau, with nearly empty pockets. Less than a hundred dollars and days ahead of me. I dressed up nice and went to the big casino then over the bridge on Paradise Island—now replaced by Atlantis. I stood behind players at the roulette table and, with painful patience, waited until either red or black or odd or even, just red, or just black, or just odd, or just even had failed to hit five times in a row. This doesn't happen much, so I stood there for 20, 30, 40 minutes at a time without placing a bet. But when it happened, I bet on the one that had not come up five times in a row. If I lost, I doubled my bet. And doubled again. (There is risk of wipeout, as there's a 0 and double-00 to contend with, but I never wiped out.) I ever so slowly, ever so tediously, very methodically built my little bankroll up. When chased away from the roulette table, I wandered over to the Wheel of Fortune, where you bet on whether the \$1 bill, \$5 bill, \$10 bill, \$20 bill, \$50 bill, or \$100 bill will come up—with commensurate payoff: 1–1 if the \$1, 5–1 if the \$5, etc. There are a lot more \$1 spots than anything else on the wheel. Again, I waited for long spans until five consecutive spins failed to land on the \$1. Then I swooped and started. In almost nine hours, I grew my stash from its dangerous start of \$100.00 to almost \$1,200.00. I don't recommend it—it's more pain than play, and you suffer the evil eye of dealers and pit bosses, and you could lose everything even with this conservative a scheme. I'm not dispensing gambling advice here. I am pointing out a couple of things. If you truly prize your dollars and seek to squander nary one, there are very reliable ways to put them to work, in marketing, or even at the casino. You can take care to put them where their odds favor you substantially.

Also, many years ago now, I got to know one of the rare consistently successful, and quietly rich professional blackjack players who “went public” fairly late in his career, to write about and teach highest probability play, a man named Jerry Patterson. Jerry said that 99% of all gamblers succumb to mysticism and magic. They believe they can “feel” a streak coming on, that there are certain machines in a casino subject to paying off much more generously than others, that feng shui may apply, that wearing their lucky socks or sitting between a blonde and a redhead or getting a room on the 7th or 11th floor or only sitting down at a blackjack table after the dealer has busted matters. Jerry said,

“You can trust magic. Or you can trust math. I prefer math.”

Winning at blackjack, for the very few who do and are permitted to keep playing, is all about deep understanding of the mathematical probabilities, somehow counting at least to rich or poor in high cards even with multiple decks, patience, and grinding out small profits over time.

Math or Magic?

All the math your accountant won't give you and they don't teach those dewy MBA's in business school that is critical for you to know and run your business with is presented in Chapter 43 of my book, *No B.S. Ruthless Management of People and Profits, 2nd Edition*. It's possibly my most powerful and least popular book. Note the word: ruthless.

A biggie is direct ROI.

Elsewhere in this book, I acknowledge the influence, power, and value of brand. Yet I am fervently opposed to brand-building advertising or marketing. I believe you build brand free as a byproduct of direct response. See [Chapter 4](#) for more.

So, yes, there are many indirect payoffs and intangible benefits that accrue from aggressive, effective advertising, marketing, and promotion that combine to rising tide. Brand is one. Discouragement or even barrier to competition, another. Price elasticity, another (as the better known entity tends to be the more easily trusted entity, and trust plays a major role in price*). However, it is my game plan to buy none of this. To try and count it at all, as it is fundamentally un-countable. And I urge you not to fall into paying for the new and mystical metrics of numbers of likes, friends, page views, minutes spent at site or page, or anything of the sort. You can pay *attention* to it. Just *don't pay money* for it.

*For a comprehensive look at trust, refer to my book *No B.S. Guide to Trust-Based Marketing*.

When anybody wants you to pay for what can't be counted in dollars directly returned, remember your mantra: If it doesn't pay, not today.

A big differentiator between true-blue direct marketers—a fraternity this book is trying to bring you into—and all other marketers is: direct return on investment. Another, I would argue, is sensible, rational thinking versus stupidity. One of the most famous ad men of all time, a leader of the golden age (think: *Mad Men*), David Ogilvy agreed with the latter. He famously told his agency folk, in a blustery tirade prompted by expressed mysticism that, quote, “only the direct-response people really know what the hell they are doing.”

CHAPTER 9



No Chocolate Cake for You!

Seinfeld's creation, **The Soup Nazi**, was a **memorable** character. The proprietor of a soup shop, telling anyone who annoyed him, "No soup for you!" If you're going to get very far with this conversion to direct marketing, you're going to have to yell at yourself and deny yourself things you've been indulging in. By the time you finish this book, you'll have seen the prior nine rules applied and been directed to a number of places where you can see them applied. What may have started out as mysterious will be understood. You'll be able to spot direct marketing when you see it. You'll know what needs to be done. The real question left will be about your will to do what you know needs to be done.

Rule #10

You Will Be a Tough-Minded Disciplinarian and Put Your Business on a Strict Direct Marketing Diet

Business success is about that in many ways. Many business owners who perennially struggle and suffer are very much aware of things that need doing but simply lack the will to do them. There's a longtime employee or vendor or client, now a "friend" who you know is toxic and detrimental and needs to be replaced, but you can't muster the will to fire them. There's advertising you keep spending money on that you know is failing to produce measurable results, but you lack the will to end it or fix it. There's that website you know isn't producing either, but the very thought of getting it remade (yet again) is painful, so it stays as is. The will to win is found in winners and is often absent in also-rans.

This is a consistent theme of success—broadly and narrowed to marketing. I wrote this edition in the 80th Anniversary Year of Napoleon Hill's classic book *Think and Grow Rich*, essentially a report on common, principled behaviors of over 500 of the greatest entrepreneurs, marketers, and industrialists of the turn of the century, men who literally built America. Of those keys, Hill identified what he called "*burning* desire." Not mere run-of-the-mill, gee, it'd be nice to have "x" kind of desire. Burning. Years later in sports, the legendary Vince Lombardi spoke often about the will to win. He acknowledged that the talent and skill of players on a team, the brilliance of the game strategy and coaching, even luck, all paled as success factors when measured against will to win. If you dig into the biographies and authoritative works about Steve Jobs, Jeff Bezos, and others equivalent to the men Hill studied in his time, you cannot avoid the fact of obsessive will to win and willingness to do what is necessary to win. If you watched the 2017's Super Bowl with the greatest comeback from the worst points deficit in Super Bowl history by coach Bill Belichick, ageless wonder quarterback Tom Brady, and every New England Patriots player on the field, you watched a modern-day Lombardi at work, and you saw extreme will to win exhibited.

A few years back, I was given The Persistence Award by the Napoleon

Hill Foundation, but of better titles it might have had, The Will to Win Award more accurately describes my business life, since it is driven by being willing to do things most other people in my fields were not and are not, because I genuinely *hate* losing and prize winning.

With advertising and marketing, you have to be thick-skinned toward criticism, tough-minded about money invested, extremely disciplined in thought and action, and adherent to a winning game plan, all fueled by a resolute will to win. With every ad campaign conducted, every media used, every prospective customer attracted.

If you go on a diet—*seriously*—there are some things you need to do. First, purge your refrigerator and cupboards of fattening and junk foods. And keep them free of them. Celery sticks, not cookies. Second, decide on an eating plan and stick to it patiently and persistently. Make it simple, with hard and fast rules you can remember. For example, not eating anything that's white is a very simple rule to remember. Third, get some tools, like a scale. Fourth, count something—calories, fat grams, carbs, Weight Watchers points, *something*—so you can manage with numbers. Fifth, step up your exercise. Finally, sixth, be very alert to hazards and scams that lead you astray. As example, a friend recently proudly showed me the bottle of “Vitamin Water” she had switched to from soda pop to be healthier. The label on the small bottle of red gunk said it was a delivery system for *32 grams of sugar!* Gotta read the labels—if you're serious.

Same thing with your transformation to lean, mean direct marketer.

First, purge your business of junk, like fancy brochures that violate most of the previous nine rules. Dead image or brand ads that just lay there. Gentle, subtle, plain vanilla sales letters. Media that can't be ruthlessly measured and held accountable. Uncooperative staff. Out with the old, in with the new. Not slowly or gradually either. Just like with the refrigerator and pantry—get a big trash bag and purge. The great success philosopher, colleague, and friend of mine, Jim Rohn, was known far and wide for preaching the gospel of Massive Action. Key word: massive. Jim McCann, founder of 1-800-Flowers, who appeared on several programs with me, including one of our own GKIC Marketing & Moneymaking SuperConferences,SM talked about having to open the door of his marketing department and throw in a bomb now and then, to blow everything up,

destroy all assumptions and habits, and start anew. This is what I want this book to inspire you to do and give you the gumption to do: blow it up, install direct marketing.

Second, decide on a new marketing plan. Like the eating plan, it's best if it is simple, with hard and fast rules that are easy to remember. Rules #2, #3, and #4 on previous pages are just as clear, simple, and easily kept in mind as *Eat Nothing White*. I suggest my book *The Ultimate Marketing Plan (4th Edition)* as a good guide to creating your own simple and straightforward marketing plan. You *do* need a written plan. Organized effort.

Third, get some good tools. New ads, fliers, sales letters, websites, email follow-up sequences, scripts for handling incoming calls, maybe marketing system software like Infusionsoft, which powers GKIC and most of my clients' businesses, and I recommend. A very simple, easy-to-follow guide is my book *The Ultimate Sales Letter (4th Edition)*. A more robust tool kit, including templates and ready-to-use marketing documents, is my *Magnetic Marketing System* (GKIC.com/Store). A list of basic direct-marketing tools required by just about any business appears at the end of this chapter. It's said that a poor carpenter blames his tools, and I suppose that's true, but the flip side is true too: poor tools make it difficult to be a good carpenter.

Fourth, start counting and measuring things. Closely monitor numbers that matter.

Let me share a story told to me by a Disney Imagineer. If you visit Disney World, you will see kids engaging in pin-trading with employees. I'm told they monitor, track, and analyze each pin-trading employee's productivity by pins sold at the locations they're stationed at, hour by hour, day by day, in like weather conditions, etc., etc., to constantly make decisions about which employees should be trading and which shouldn't, where, and when. Secretly, Disney may be The Most Micro-Managed Place on Earth.

If you don't come up with things you can count and measure by hour, day, week, and month, and ways to hold your every dollar invested directly accountable, your attempt at conversion from ordinary marketing to direct marketing will fail. For a complete dissertation of "money math" and the numbers that matter, consult my book *No B.S. Ruthless Management of People and Profits, 2nd Edition*. I also urge reading Michael Levine's book *Broken Windows, Broken Business*, a short, unsweet management guide based in part on the tactics that Rudy Guiliani used to transform New York

City from unsafe to safe, from dirty to clean. (Regrettably, under Bloomberg and now Bill de Blasio, most of the strict controls Giuliani established were undone, and the city has reverted to, bluntly, a mess.)

Fifth, step up your exercise—to build your marketing-mind muscle. Throughout this book, I recommend other books; my own and others. If you're like most business owners, you get completely caught up in the "doing of things" to such an extent you aren't actually thinking much, let alone considering new and different and potentially better ways of growing your business. These days, this has escalated to new mental illness, as people have removed even the minutes of walks from business to car or with the dog from thinking time to cell-phone calling and texting and email checking and Facebook updating time. I suggest at least one hour first thing in the morning and one hour in the evening given to reading success literature and marketing information, and making notes and working on changes and improvements in your business. Further, you need to actually become your business's chief marketing officer and devote a significant amount of time just to marketing work. I get professional practice owners to force all their appointments into four days and block one day a week to do marketing work and only marketing work. You also need to mentally exercise and build marketing-mind muscle by association with other businesspeople committed to direct marketing, in your category of products and services if possible, or/and in diverse businesses. One path to such associations on a national and local level is through GKIC, starting with the gateway offer on page 229.



Resource Alert!

If you find it difficult, even impossible, to get time every day to think, strategize, and use direct marketing, and to get engaged in ongoing serious studentship of marketing, I suggest you have not yet accepted the fact that you are in the marketing business. But management of

self, time, and others' interactions with you also come into play. My fully updated and expanded 3rd Edition of *No B.S. Time Management for Entrepreneurs* lays out the blueprint I've long used and use, adopted by many clients who were at first skeptics—a number of which comment on their transformational experiences in the book. Today, your time, ability to focus on important matters, even your sanity, is under assault as never before. If you want to multiply your productivity and have the super-power of true control over your time, you'll get, read, and use this book.

Sixth, finally, be alert for and resistant to those who would dissuade or distract you from putting your business on the Direct-Marketing Diet. You need to be very careful not to let anything into your new direct-marketing business that doesn't belong there. Consider the bread the restaurant gives me with my salad. When I get a big Caesar salad with grilled chicken from a nearby restaurant as takeout, they always put one-third of a loaf of fresh-baked bread in with it. When I get home, I take the bread out of its wrapper and throw it in the big garbage can in the garage before entering the house. Why? Because I have a lot less discipline than most people give me credit for. If that bread gets past the perimeter into my house, I'll eat it. So I can't let it in. You've got to do the same thing with your business. Anything that doesn't conform to the Rules here, do not let in at all. Just say no. And bar the door.

BASIC Direct-Marketing Tools List

Front-End/New Customer Acquisition

- *Lead Generation Magnets*: books, reports, CDs, online videos, etc., that offer information of prime interest to your desired customers, clients, or patients that can be advertised and promoted, and when delivered, establish your authority, credibility, expertise, trusted advisor status, and promote your products, services, and business.

- *Direct-Marketing Website(s)* that capture visitors' contact information for follow-up and present your information, and that place people into well-controlled Sales Funnels (more information is in GKIC's Chapters 12 and 14).
- *Main (Long-Form) Sales Letter(s)* that sell the core product/service or the sale event, i.e., appointment, in-store visit, etc.
- *Follow-Up System for Unconverted Leads*: online and offline steps, put into a sequence.
- *In-Bound Call Script* that includes capture of prospects' contact information for follow-up.

Back-End/Customer Retention, Ascension, Repeat Business Nurture, Referrals Nurture

- *Online/offline sequences* for each sales purpose—for example, cross-selling the buyer of Item #A into Item #B
- *Seasonal/holiday promotions*
- *Customer newsletter* or alternative, regularly delivered goodwill/relationship nurturing material
- *Referral stimulation campaign(s)*: The book *No B.S. Guide to Maximum Referrals* co-authored with Shaun Buck delves into this in deep detail and helps you build a complete system for internal marketing, for multiplying customers by referrals.
- *Late or lost customer re-activation campaign*
- *Catalog, offline and/or online*, of all goods and services

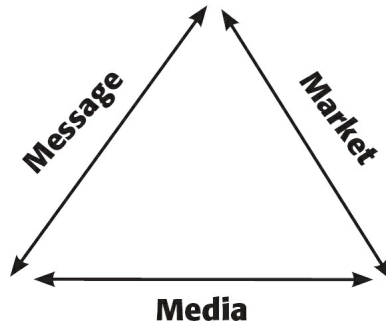
For more detailed information about these tools and referrals to relevant resources, access the *Special Report: Direct Marketing Toolkit* at www.NoBSBooks.com/DirectMarketingBook.

CHAPTER 10



The Results Triangle

Every marketing system I've ever devised for any client—and they now number in the hundreds and hundreds, commanding fees exceeding \$100,000.00, plus royalties—every one has been based on this Triangle. It is not, therefore, unique to this book. I teach it elsewhere, often, and rely on it as I do gravity and oxygen.



Message-Market-Media

There are basically three components to marketing, for anything, anywhere, at any price, to anyone. Every individual loves to insist his business circumstances are somehow different. Not so. Every business, past or present, requires these three things to prosper: a Marketing Message, a Media to deliver it, and a Market to receive and respond to it. These three cannot be placed in any certain sequential order, because any one is no more important than the other, and none can function without the others. It is a closed triangle. Each feeds the others. If you will, “marketing energy” flows to and from each component, from each one to the other two.

There are a number of ways to render the Triangle powerless:

1. Right Message—Wrong Market—Right Media
2. Right Message—Right Market—Wrong Media
3. Right Message—Wrong Market—Wrong Media
4. Wrong Message—Right Market—Right Media
5. Wrong Message—Wrong Market—Right Media
6. Wrong Message—Right Market—Wrong Media
7. Wrong Message—Wrong Market—Wrong Media (the trifecta)

There's only one way to get it right.

Right Message—Right Market—Right Media

Now let's look at getting all three parts functioning effectively and in sync with the others.

Markets

How to Discriminate for Fun and Profit!

With a nod to Dr. Seuss, the WHO is very, very important.

When you choose and use Media, it's vital to know WHO you are trying to reach, attract, interest, and persuade, and how they prefer to be offered and receive information and offers. When you craft your Message, you need to know WHO it is for (and WHO it isn't). The WHO you want as a customer gets to govern everything.

If you reread that paragraph, you'll think it all obvious. Yet most marketing remains product-centric, not customer-centric, and most marketing is very broad, vague, and generic, not narrow, focused, and specific. If you consider non-direct-response advertising, i.e., image or brand advertising, its emphasis is on the company and the brand, not about the customer.

Most small businesses attempt to influence the ocean with thimbles full of water. When you have comparatively limited resources, you must deploy them very selectively.

Sadly, most businesspeople cannot accurately and completely describe exactly WHO they want to respond, WHO is their ideal customer, WHO is their current customer, and for the most part, they are playing Blind Archery. A dangerous game.

I have dealt with many, many, many examples of this over the years. Let me tell you about three that are instructive and, in very, very different businesses, reveal the same very powerful, profitable, pretty much secret principle.

Scenario #1: A member of one of my coaching groups owned a very profitable, very unusual business: for a fee, his company helped frustrated U.S. men meet and marry brides from foreign countries and arrange for their immigration. His was a one-stop shop, providing access to thousands of women in Russia, Asia, and other lands eager to marry U.S. men, who had been pre-screened. The company facilitated communication, coaching, trips to the different countries, and assistance with legal matters. The basic fees were \$495.00 to \$995.00 when he joined my group, but they quickly leapt to \$4,995.00 to \$9,995.00 on my advice, with no change in client acceptance, although that's not my point here. I questioned him about the WHO of his

business. Who were the clients? Who were the *best* clients? He told me they were everybody: preachers, teachers, truck drivers, pro golfers, executives, barbers, butchers, and candlestick makers. But when I asked if there were more of one than the other, I hit the nerve; he didn't know. So we investigated. And we found that about half of all the clients were twice-divorced long-haul truck drivers. Now I want you to think about what use we might make of that piece of information, and we'll return to it a bit later.

Scenario #2: A client sold a homebased business opportunity aimed at "white collar" men and women. He advertised in *USA Today*, newspapers, and business-opportunity-type magazines, like this book's publisher's magazine, *Entrepreneur*. Again, I inquired about the WHO. His buyers included "all kinds of" sales professionals, accountants, lawyers, doctors, executives, and retired persons. But when I asked if there were more of one than the other, he wasn't sure. We investigated. Over one-third were accountants and CPAs, about one-third mortgage brokers, and the remaining one-third a mixed bag. Now I want you to think about what use we might make of that piece of information, and we'll return to it a bit later.

Scenario #3: I was doing a lot of work with a particular chiropractor, and we meticulously analyzed his records and surveyed his patients, to discover: the majority of his fee-for-service cash patients had two things in common: one, they paid using their American Express cards, rather than Visa or MasterCard, and two, they subscribed to *Prevention* magazine. The majority. Now I want you to think about what use we might make of that piece of information, and we'll return to it a bit later.

How to Use Information

Go back to the first example, the foreign brides business. With the information uncovered, here's what he could do: first, radically alter the places he advertised and the amounts of money allocated to different places. There are magazines for and read only by truck drivers, truck stops where literature can be distributed, mailing lists. So instead of spending 100% of the ad dollars in general media like *USA Today*, at least half could go where half the clients are coming from. In the Kennedy Marketing Triangle, I've just addressed Media. Second, he could take all his generic ads, sales letters, testimonial booklets, etc., and tweak them, creating a version talking only to

and about truck drivers, featuring only testimonials from truck drivers. In the Triangle, that's Message.

Consider the second example—obvious now, isn't it? There are magazines for and read only by accountants and CPAs, mailing lists, associations, meetings, and conferences. Same kind of Media change, same kind of Message change.

Now, the third example. In the commercial mailing list marketplace, you can rent the list of *Prevention* magazine subscribers by zip code (as well as by gender, age, etc.), and you can rent the list of American Express cardholders by zip code. He took only the duplicates, the people in his market area on both lists. Because he had to rent 5,000 names from each list as a required minimum, it cost him about \$700.00, and he only found 27 prime names in his area—a cost to find them of about \$26.00 each. A lot of business owners would scream “Too much money!” Dumb, dumb, dumb. How much do you think it will cost running ordinary ads or mass mailing neighborhoods to find 27 who precisely and perfectly match your ideal customer profile? From sequential mailings to the 27, he got 11 into the office (40% response!—vs. 1% or 2% norm from mass mail); nine became patients, producing \$27,800.00 in immediate revenue, plus long-term value, plus referrals. That's the potential power of laser beam targeted marketing.

All three scenarios teach the same lessons. The WHO is very, very important. If you know WHO you want to attract, you can often find media or lists that reach only them. Often, the right description of WHO already exists in your business and you just haven't paid any attention to it or thought about how to use it.

Well, what if you're new in business and have no backlog of data about your WHO? Try common sense. Maybe check your trade association or even competitors for some clues to WHO. A client of mine starting a brand-new, high-end, gourmet food and wine store camped out in a competing store's parking lot and a nearby top-price restaurant's parking lot, stick counted make and model of cars, and found a profound bias for new and nearly new *foreign* luxury cars, so he rented lists of those car owners in his zip code. Or, at least, start out with your own preferences. WHO do you want as client or customer? One way or another, get out of the anybody 'n' everybody place at your earliest opportunity.

Personally, I long ago discovered that my best clients, best coaching

group members, and highest value customers were politically conservative males from everywhere but the East Coast “blue states.” Are there exceptions? Yes, and in sizable numbers—I have and have had great women clients, a few flaming liberal clients, and very good clients from New York. But the majority, conservative males, mostly from the Midwest, South, and Southwest. Consequently, I make no attempt to be all-inclusive in what I write, say, or produce, nor do I give even a minute’s thought to who I might offend in the lower-value, lower-percentage groups. I know my prime Market, and I design my Messages and choose my Media accordingly.

At bare minimum, let this chapter make you think more about Markets. Too many businesspeople think about themselves, their products, their services, and what they want to say about all that, rather than thinking about WHO is likely to be hungriest, most eager, most receptive, is readily and affordably reachable, that they’ll enjoy doing business with.

Let me VERY clear: as long as you refuse to dig in and become sophisticated and smart about selection, discrimination, and target marketing so as to clone and attract ideal customers, clients, or patients, there are three bad things that will remain true for you: 1) you will be conforming to what the majority of average businesspeople do, therefore 2) you will be prohibited from rising above the average income the majority of businesspeople earn, therefore 3) you will be unprotected from and perennially vulnerable to commoditization, competition, income disruption by recession, or other adverse circumstances.



Resource Alert!

The book *The Direct-Mail Solution* by Craig Simpson, to which I contributed, takes you down the rabbit hole to the Wonderland of lists, the commercial list marketplace, and deeply into all aspects of successful direct mail. Craig is my “go-to guy” for lists and direct-

mail project management, as he is for many of my top clients and groups of clients. He is often instrumental in doubling or tripling positive results. You can access Craig's information at www.simpson-direct.com.

What I have described to you here in this introduction to list selection and target marketing is not simple, but it's not impossibly complicated, either; it's not easy, but it's not impossibly hard, either. If a guy in the business of finding foreign brides, if a marketer of a business opportunity, if the owner of a local brick-and-mortar service business like a chiropractic practice can figure out how to identify and then directly aim at and attract their ideal customers, so can you.

You can move on to be even more sophisticated at this too. At the end of this chapter, you'll get insight into that, in an exclusive discussion with me and Richard Seppala, one of the most sophisticated providers of data-mining expertise, consulting, and services in the country today. This is carried over from a prior edition, and since then, Richard's companies have greatly expanded their range of services, including the use of Facebook and other social media for data mining and data-driven marketing. One of his newest enterprises, found at <https://siphoncloud.com>, protects advertisers from being victimized by fake and bot traffic, false data, and illusory results.

I know, you feel too busy just running your business as you do now to try and become expert in something as foreign to you as data mining and list selection. I know, you feel your business may be too small and your income may be too small for you to afford to invest in high-value lists. You must understand that this is exactly how average businesspeople forever anchored to, at best, average incomes feel. There's no genius or real value in citing the 516 reasons you *can't*.

This is important. You can make excuses or you can make an extraordinary income, but you can't do both. Most business owners, including most of your competitors, choose the former, and that can be good news for you. But ever increasingly, Amazon and others of its breed are encroaching on local, not just national, businesses and invading category after category after category—and I assure you, excuse making is not favored

at Amazon.

Message

How to Speak Magnetically to Your Chosen Market

You put out Marketing Messages constantly—whether you’re fully conscious about it or not. People ask you, “What do you do?” and you answer them. You spend money advertising your business. You communicate with current customers. It’s important to understand five things about all this communication:

1. Your customers and prospects are buried in communication from your competitors and from countless others competing for their attention, if not their money. They are connected 24/7/365, but connection is not the same as engagement. In fact, consumers are, by necessity, practicing active disengagement. It is all a very dense fog to penetrate. Ordinary messaging won’t do it.
2. Most communication intended to interest customers fails miserably. Most net response from online or offline marketing is in fractions of a single percentage point. Marketers using my methods don’t just do incrementally better, but often 200%, 500%, 1,000%, 10,000% better. That is never accomplished easily or casually, nor by normal methods, and it shouldn’t be.
3. Communication about products and services, about what you want to sell, are generally a lot more interesting to you than to your customers and would-be customers.
4. People are most interested in what interests them.
5. People are most easily and quickly interested in *information* directly related to what interests them—especially information that promises fascinating secrets, solutions to problems, prevention for dire threats, promises of seductive benefits, or timely “breaking news.”

Item 5 is the breakthrough prescription for magnetic communication.

Getting Information-First Marketing Right

I coined the term Information-First Marketing to *completely* separate what I do from what everybody else does, and to *completely* separate the advertising, marketing, and promotion of information first for magnetic attraction from all other, ordinary advertising of businesses and companies, brands, products, and services. If you would like a copy of my in-depth *Special Report on Information-First Marketing*, you can request it direct from my office, (only) by faxing your full contact information and specifying this Report, to (602) 269-3113.

A good way to think about information you may create and offer is as bait. And a key principle is: MATCH BAIT TO CRITTER.

If you want a yard full of deer, do not put a 50-pound block of cheddar cheese outside. Put out a big salt block. If you want rats and mice, try the cheese. If you want to catch trout, do not tie an old shoe to your fishing line. Very simple formula.

Once you pick the critter you want to attract, as we just discussed (i.e., Market), you can then pick or create the right bait. In marketing, “bait” means two things: your Message and whatever “thing” you offer to spark direct response, whether that’s literature and information, a free service, or a gift of one kind or another.

Most businesspeople get poor results to their advertising and marketing because they either put out no bait, lousy bait, or the wrong bait for the critters they hope to attract.

No bait, that’s ordinary image or brand advertising, rather than direct-response advertising.

Lousy bait is boring, uninteresting, unappealing bait. A free report on *How to Buy Insurance* is lousy bait. A free report on *How to Outfox the IRS and Legally Avoid All Estate Taxes* might be better bait—for the right critter. That free report combined with a free audio CD with an interview with five wealthy executives about tax-planning mistakes they were making and how they fixed them, and another free report, *How to Double Tax-Free Yield on IRA, SEP, Keogh & Other Retirement Funds*, makes for better bait.

Wrong bait for wrong critters—the free report on estate taxes, if you want to attract young married couples.

Then, there’s a bigger issue this bait thing fits in. It’s called Message-to-

Market Match (or mismatch). Most business marketing is generic, one size fits all. Most marketing is done with generic tools: one brochure, one catalog, one website for everybody. But one size never fits all. What's magnetic is a Message just for me! As soon as I see it, I jump out of my skin because it is clearly for me, about me, matches me and my pain, fear, passion, hopes.

Media

How to Deliver a Magnetic Message to Your Chosen Audience

The list of media choices is longer than all the pages of this book ripped apart and laid end to end. The online choices keep expanding at a rabbit-breeding pace. Some appear mighty but then quickly die or are murdered by younger replacements—like MySpace and Yahoo!. I don't think there is any inevitability here. There is a huge hazard for time and money suck, should you decide you must be everywhere, use all of it, keep up with its demands, regardless of measured results. It's funny to me, by the way, that nobody ever makes that decision about all offline media, but many succumb to it with online media.

There are newspapers, magazines, free-standing inserts, TV, radio, coupons, postcards, fliers, sales letters, catalogs, billboards, vehicle signs, bus-bench signs, sky-writing, package inserts, imprinted golf tees, websites, email, social media—Facebook, LinkedIn, Snap, Pinterest, etc., etc.—blogs, YouTube videos, faxes, telemarketing, and website addresses tattooed on boxers' heads or strippers' body parts, and thousands of variations and other choices. What's good? What's bad? What's best? What's worst? Is any of it essential?

No simple answer. Sorry.

First, it varies a lot by business. But more importantly, it has to do with WHO you are trying to reach. Do they pay attention to and respond to the media? A flier for two-for-one pizza stuffed under windshield wipers of cars at a swap meet may be a good media. A flier about investing at least \$250,000.00 in international currency funds stuffed under the same

windshield wipers, bad media. But it's not the media. It's the use of it. The one sure thing is this: if the media can't be used to deliver a *direct response* message, skip it.

A warning: the media you or your staff prefer using, the ways you and they communicate and access information and entertainment, and your and their ideas about what *nobody* does anymore or what *everybody* does now do not mean squat. Only what your target customer audience actually prefers and engages with and obtains information they value from matters.

With that said, your mandate is to try to find ways to use as many different media as you possibly can. Most business owners become lazily dependent on only one, two, or three means of getting customers, leaving themselves vulnerable to sudden business disruption and entry of more aggressive competition.

Interview with Richard Seppala, The ROI Guy

Richard Seppala is a leading authority on data mining for direct marketing, what he refers to as cracking the DNA code of customer and prospect databases.

KENNEDY: Let's begin with data mining. What is it?

SEPPALA: Finding the pink elephant who drives a '57 Cadillac in Denmark. In other words, digging into a business's customer data and information to identify common characteristics, then using that information to **locate clones** of those customers in others' lists and in the marketplace in general.

KENNEDY: Give us an example.

SEPPALA: Back in the 2012 election, Mitt Romney broke political fundraising records—and I'm not talking about those crazy Super Pacs where billionaires contributed. I'm talking about his campaign's success getting ordinary Americans to open up their pocketbooks. According to an Associated Press report, August 24, 2012, Romney used a secret weapon: data mining, or what I call "Database DNA." The Romney campaign hired a very experienced firm to sift through donor and potential donor data—including what they bought, spent, even if and how often they went to church—to identify which were most likely to donate to Romney, and which were most affluent. This makes marketing more science than guesswork. Now, I've always been a numbers guy, even before I became "The ROI Guy." At the very start of my career, at a huge corporation I won't name here, I used tracking techniques and statistics to guide marketing decisions. Now my company teaches people how to use this science, and we provide data mining for better return on investment from marketing dollars, as a service to clients.

(D.K. Note: The use of data by candidates keeps getting more prevalent and more sophisticated.)

KENNEDY: Why do you use the term “DNA” for this?

SEPPALA: You are getting to **the inner workings of a customer**, so you know what behavior he is most likely to repeat, so you can isolate those most likely to buy from you. At the most sophisticated level, we utilize analysis by powerful computers of thousands of databases, including information about property tax records, charitable contributions, voter registration, families and children, credit accounts and purchases. Database DNA puts this information through a process that yields both demographic and psychographic or behavioral information. By analyzing Database DNA, the Romney campaign found donors in traditionally Democrat strongholds like San Francisco—and brought in over \$350,000.00 from just this one area, during several months in 2012.

KENNEDY: This will instantly sound beyond the reach of most business owners. But I tell people that there are a lot of ways to clone customers. The more you know about yours, the better. You can access buyer and subscriber lists through SRDS.com, and find buyers nationally or in any geographic area that match up with yours in demographics; age, rank, serial number, but also in known interests and purchases, which indicate likelihood to again respond to offers in the same category. Business owners can also use data about their customers or best customers to make marketing content decisions—which photos should they use, what should we talk about. I was recently visiting with a client in finance who’d determined that nearly three-quarters of their customers owned yachts. This may lead them to lists—as you suggested, registration, license, tax information may be available. There are definitely magazine subscriber lists. But even in less targeted advertising or in marketing materials, that piece of information tells me to make sure there’s a photo of people enjoying themselves on their yacht. A story about this client’s voyage. So I’d say there are ways every business owner can make good use of data.

SEPPALA: I put data mining to work for my wife’s dental practice, so it definitely is available to small-business owners. I think it’s important to understand how much data’s available. Richard Leveille is a good example. For more than 20 years, he’s been doing the research to pick locations for Smoothie King franchises. He traveled town-to-town, built thick books with facts and figures about every local market—facts and figures compiled from maps, phone books, public records. Smoothie King has 600 locations and continues to expand, but Richard no longer has to spend days traveling and weeks researching, because the information he needs can be generated by data mining in about four minutes. Where does all the data come from? As I often hear you say, Dan, privacy in America is dead. It comes from every one of us. When we’re on Facebook, shop online, use a Rewards Card at a store, use our credit cards, buy from a catalog, we leave a record. Data collection is going on behind every social media site, every website, every store. People have been startled, after searching for a particular piece of information or item online, to see an advertisement for that product or a related product appear on their web pages soon after. That’s how fast and ingrained these systems are. It’s a bit creepy, but it’s the new reality.

KENNEDY: Can you share a data mining example that anybody could potentially benefit from?

SEPPALA: A grocery store chain tracking its Rewards Card data discovered that when men bought diapers on Thursdays and Fridays, they also bought beer. How did they use that odd piece of information? It meant the store should always keep diapers and beer at full retail prices

on Thursdays and Fridays, because these guys were coming to buy these weekend essentials, and would buy them no matter what. It also suggested putting promotional displays of beer near the diapers on Thursdays and Fridays. Without the data, I don't think anybody would think to look for a connection between diaper and beer sales. But this is exactly the kind of quirky connection that Database DNA will reveal.

KENNEDY: So, as a practical matter, business owners can start by considering what data and buying pattern and customer information they have available, and dig into it to look—manually—for any of these connections, then figure out how to use whatever they find. They can also begin collecting more data. If they have a business of some size, say several stores—not just one, they can get your firm's help doing the analysis. Let me ask you this: what's the biggest misconception about this?

SEPPALA: People are told that their customer list or database is their gold mine. But for many, that's more bull than bullion. You certainly should be marketing aggressively into your own database. But that's just the bedrock foundation. If you can segment your list based on factual information and data, you can match offers and presentations to them and market much more effectively. To go back to your example, that financial expert could enclose a photo of people enjoying their yacht only with a promotion sent to his clients and prospects who actually own yachts, send a golf photo to those who play golf, etc. You know, there would likely be a boost to response.

But the big opportunity, where we step in, is using data about a business's customers to pinpoint and find more of those exact same customers. Finding new customers is the most expensive and difficult task most business owners face. Because the owner doesn't know who to market to, they go after everybody in zip codes or grouped by very basic criteria, with no reason to believe most are well-suited to be customers. With that kind of *saturation*, you need to be present a lot, waste a lot, be very patient. With *penetration*, you can reach out to fewer prospects, you have a greater likelihood of not only getting more customers, but better customers. The questions are pretty simple, actually. *What do the best customers of a business have in common? Were they mostly single or married, have kids or not, have high or low credit card usage? If we identify these traits, could we then find prospects to target who shared those traits? Would they prove to be "best customers," too?* My wife's dental practice is a great case study. . . .

KENNEDY: I just want to make the point that most business owners never ask these kinds of questions. If pressed on this, most will just shrug and insist their customers are everybody, old, young, married, single, white collar, blue collar, etc.—and by being this lazy about collecting and either poring over data or getting data mining done for them, they stay stuck in time. I mean, their tenth year in business they're still getting new customers the same way they were the first year. No smarter.

SEPPALA: Well, that's right. I also find that what business owners think about their customers is very often wrong. In my wife's case, I asked her to describe who she thought her best patients were and what they were like. She made what she thought was a good appraisal. Then I did the work. Not surprisingly, 80% of her income came from 20% of her patients. That led us to objectively analyzing the 20%. When I assembled the facts about these patients, my wife was shocked to find that her best patients were opposite of her ideas. We then took the composite profile of her best patients and cross-referenced it against potential patients in the area. As The

ROI Guy, I had and have access to 61 million records with demographic information. We found THOUSANDS of people who were strikingly similar to the “best patient profile.” We divided these potential patients into three groups—Empty Nesters (older couples with kids grown and gone), Affluent Married Couples Without Children, and Affluent Families. This way, we could go to the three groups with three different direct-mail and email campaigns, something you mentioned earlier. By creating and using this Database DNA, we were targeting consumers who spend 120 times what average consumers spend in certain categories, and doing “waste management” by eliminating 90% of the geographic area, homeowner list most would mail. The results from this campaign were outstanding. A lot of “normal” direct mail for dental practices pulls from .05% to 1%, 2% top results. We got 7%.

KENNEDY: Richard, that’s exactly the way it’s supposed to be done! And I think it’s going to get more and more important to approach potential new customers this way.

SEPPALA: It’s certainly not getting easier or less costly to acquire customers. People are growing more and more resistant to material that doesn’t instantly personally interest them. The pink elephant who drives a ’57 Cadillac and lives in Sweden wants auto polish engineered to protect classic Cadillacs in Sweden winters—he doesn’t want just car polish. And if you know your best customer is that pink elephant with a ’57 Cadillac, we can find him. So, my company’s business is all about two things: our Database DNA analysis and profiling services, and our ROI Matrix tracking and marketing services, that help business owners and professional practice owners get precise and accurate measurement of ROI from different marketing campaigns and efforts.

KENNEDY: The bottom line of all this is that every business owner becoming a Direct Marketer needs to collect and mine customer data and information, and find ways to use the information he gets and biases and commonalities he uncovers—just as you’ve described.



Richard Seppala, known as “The ROI Guy,” helps companies maximize profits by accurately measuring return on investment. By identifying strengths and weaknesses, engaging in sophisticated data mining, and using proprietary tools like his “ROI MATRIX” and all-in-one automated systems that track real-time and accumulating value of each lead and customer, The ROI Guy delivers dramatic profit improvement. Richard is regularly sought out by the media, including NBC, ABC, CBS, and FOX affiliates as well as *The Wall Street Journal* and *USA Today*.

To learn more, and obtain free special reports, visit: www.YourROIGuy.com or call 1-800-647-1909.

CHAPTER 11



The SECRET to Infinitely Higher Response

The Dale Carnegie Secret on Steroids

You have probably, at some point in your life, read Dale Carnegie's classic book *How to Win Friends and Influence People*. If not, you should. You may even be a graduate of The Dale Carnegie Program, as hundreds of thousands, maybe millions of people are. It is, by far, the most enduring and successful course on communication, influence, attraction, and persuasion, period. At its core, the simplest of truths: one, people are more interested in themselves than in anyone or anything else; two, people want to be valued, respected, treated as important, and catered to; three, each person believes himself, his business, his situation, his needs to be unique—and is

most responsive to someone who acknowledges that and is somehow well-matched or expert in that unique scenario.

When you move this to direct marketing, you can inject it with steroids and make it unbelievably powerful. And, as you'll see in this chapter's examples, you can gain incredible competitive advantage because few business owners are willing to customize their presentations for different audiences. I call this The Secret of Message-to-Market Match. Few understand it; fewer are ever willing to utilize it.

Here, first in [Figure 11.1](#) on page 131, I have reprinted four samples of relatively simple direct-response postcards used by a GKIC Member in the property/casualty/commercial insurance business, Gordon Quinton. You're not seeing both sides, you're not seeing everything, but you are seeing enough. Here are some of his reported return-on-investment statistics, using only the first year, direct value of the clients obtained (not including subsequent years' value or referrals):

| | |
|--------------------|--|
| Septic Contractors | \$13.00 income for \$1.00 spent/1,300% ROI |
| Optometrists | \$3.00 to \$1.00/300% ROI |
| Apt. Bldg. Owners | \$7.00 to \$1.00/700% ROI |

I imagine business insurance is, pretty much, business insurance, but Gordon has made himself and what he offers precision matched to each type of prospective client. The optometrists get an entirely different postcard than do the HVAC contractors than do apartment building owners, etc. Gordon customizes the headline, the “compare rates” examples, photos, testimonials, even his own business's domain name for each niche. And there is further congruent customization, as he has a separate and different website for each niche, too. Hopefully, you instantly grasp how very different this is from most business insurance brokers' and agents' marketing—typically, one big, broad, sloppy, and therefore uninteresting and ordinary, message for all. Even brokers and agents in his area who see all this won't copycat it, because it's too much trouble. But then, nobody in his entire industry is ever going to see 300% to 1300% returns on marketing dollars, either.

FIGURE 11.1: Gordon Quinton Example

GOOD NEWS! OPTOMETRISTS
I CAN SAVE YOU UP TO 37% ON YOUR PROFESSIONAL LIABILITY INSURANCE

OUR GREAT CLIENTS SAY IT BEST...
Dr. Steve Rosenberg, 1010 Optics.
"Made it so easy to switch all I had to do was sign my name..."

"Big Savings & Better Coverage"
Terry Johnson,
Vision Partners Ltd

CALL 1-800-454-1970 NOW!
24-Hour Instant On-Line Quotes Visit: carportcleanerinsurance.com

Stanley Steamer Franchise Owners
Congratulations to The Lazar Brothers from Wickliffe, Ohio - they were our 2011 Stanley Steamer National Convention iPad winners!

CALL 1-800-454-1970 NOW!
QUINTON INSURANCE PROTECTION TEAM
6635 Pittsford-Palmira Rd. Suite W-1 Fairport NY 14450 & 600 Mamaroneck Avenue, Harrison NY 10520
24-Hour Instant On-Line Quotes Visit: carportcleanerinsurance.com

H.V.A.C. CONTRACTORS
IF YOUR INSURANCE CO. DIDN'T SAVE YOU UP TO 37% LAST YEAR! CALL ME RIGHT NOW!

Our Great Clients Say it Best...
"I saved a ton of money and the service is AMAZING!"
Andrew Paris, Paris Heating & Cooling Rochester NY

Great pricing and even better Service!
Darren Dalton, Dalton Heating & Cooling, Inc, Fairport NY

CALL 1-800-454-1970 NOW!
24-Hour Instant On-Line Quotes Visit: nohasslecontractorinsurance.com

LANDSCAPE CONTRACTORS
IF YOUR INSURANCE CO. DIDN'T SAVE YOU UP TO 37% LAST YEAR! CALL ME RIGHT NOW!

Compare Our Rates To Your Current Policy

| CONTRACTOR'S LIABILITY | ANNUAL PREMIUM |
|---|----------------|
| COMMERCIAL AUTO | \$497.00 |
| 2004 INTERNATIONAL DUMP TRUCK \$500,000 LIABILITY and \$500 COLL & COLLISION | \$895.00 |
| 2002 CHEVROLET DUMP TRUCK \$500,000 LIABILITY | \$797.00 |
| 2007 HAILMARK TRAILER \$500,000 LIABILITY and \$500 COLL & COLLISION | \$232.00 |

CALL 1-800-454-1970 NOW!
QUINTON INSURANCE PROTECTION TEAM
6635 Pittsford-Palmira Road Suite W-1 Fairport, NY 14450 & 600 Mamaroneck Ave. Harrison, NY 10520
24-Hour Instant On-Line Quotes Visit: nohasslelandscapeinsurance.com

One more example, from another GKIC member, a chiropractor, Dr. Ken Vinton. Dr. Ken practices in a town of just 8,200 people. The month he provided me with the full-page newspaper ad shown to you in Figure 11.2, in pieces by necessity, on pages 133 and 134, he topped his best month in many years of practice, with over \$70,000.00 in revenue, in large part thanks to this ad. What's important is that Ken is not running a traditional, broad 'n' sloppy, everything-chiropractic-done-here, for anybody 'n' everybody ad. Not at all. Instead, he is targeting, calling out to, and speaking to sufferers of chronic and severe pain who have tried medical treatment and OTC products unsuccessfully AND are being urged to go under the surgeon's knife. He has crafted a specific Message for a very specific prospective patient with full knowledge that others will be quickly repelled by and uninterested in this ad.

So, you have a B2B and a consumer marketing example, demonstrating that the very same principles, strategies, and tactics apply in either sphere. Both these examples, in their own way, demonstrate "the Dale Carnegie Secret on Steroids." There is no reason you can't figure out and capitalize on this secret as well.

On a related note, I've done a monstrous amount of research, and

gathered great actual examples, for books about two very specific demographic/psychographic target markets: one, boomers and seniors; the other, affluent consumers. Like a business niche that Gordon chooses to Message-Market Match to, or a group of severe back-pain sufferers flirting with last-resort surgery that Dr. Vinton addresses, these groups have their own tribal language, their own key interests, their own turn-ons and turn-offs.

FIGURE 11.2: Dr. Ken Vinton Example

Reprinted from the *No B.S. Marketing Letter*, October 2012

8 - THE DERRICK. / The News-Herald Monday, April 2, 2012

NO MORE PAIN!

**Do you suffer with degenerated or herniated discs in your neck or back?
Are you looking to avoid surgery?**

Have prescription pain pills, shots, traction, therapy, acupuncture, adjustments, or surgery failed to ease your pain?
Let's face it...

Degenerated or herniated discs in your neck or lower back can be brutal. Those who've never had it simply can't understand.

When the cushions in your spine, called discs, get injured or wear out, they begin to degenerate and cause pain. Bulging or herniations begin to form, pressing on the delicate spinal cord and nerves.

The most common invasive treatment for disc herniations is surgery. Even with health insurance, the patient is left with their own portion of the bill, in excess of \$10,000 - \$15,000, and sometimes more.

In addition, the recovery time and missed work can be anywhere from 6-weeks to 6-months, not to mention the obvious severe risks associated with all surgeries.

But, here's the biggest problem... there is a high failure rate of back surgery. One prestigious medical study found that 70% of back surgeries fail to produce full relief of symptoms. (Spine 1996)

Before You Consider Going Under The Knife...

You should seriously consider the non-invasive (and more successful) approach called VAX-D Genesis G2 disc decompression.

Non-surgical VAX-D therapy is a patented and proprietary procedure, backed by years of clinical research studies, whose continuing high success rates in clinics and hospitals around the world have made it the leading alternative to surgery.

This cutting edge, non-surgical, medical breakthrough VAX-D Genesis G2 disc decompression therapy was designed and developed by a team of physicians, engineers and technicians at major teaching hospitals, specifically to help those suffering with:

- *disc bulge, herniation, degeneration or spinal stenosis
- *in the neck or lower back
- *pain, numbness or tingling in the shoulder, arms or hands
- *back pain, leg pain (sciatica), foot pain, facet syndrome, or failed back surgery.

VAX-D gently decompresses the spine and discs, allowing the joints to painlessly separate, creating a vacuum inside of the disc, literally drawing the herniated disc back into its normal position, relieving pressure on the delicate spinal cord and nerves, ending your pain, while drawing water and other nutrients back into the disc, promoting the repair of the injured disc and surrounding tissue. Remarkably, many failed back surgery patients also find relief from their pain...without any dangerous drugs, painful needles, or unpleasant exercises.

VAX-D is part of the comprehensive back & neck care program at the office of international speaker with 20-years of pain relieving experience, Dr. Ken Vinton, D.C.

Proof VAX-D Treatment Works

"We thus submit that VAX-D therapy should be considered first, before the patient undergoes a surgical procedure which permanently alters the anatomy and function of the affected lumbar spine segment." - *Journal Of Neuroscience Research*

A 2 1/4 year study, funded by Pennsylvania Independence Blue Cross, reported in *Archives of Physical Medicine And Rehabilitation*, 2005, demonstrated an amazing 88.8% success rate for VAX-D, even after other therapies or procedures had failed.

A Volvo award winning medical paper shows why VAX-D is the "gold standard". In it Dr. Waddell reports, "Dramatic surgical success unfortunately only applies to approximately 1% of patients with low back disorders. Surgical failure involves the remaining 99%... for whom the problem becomes progressively worse."

"VAX-D therapy reported a 76.5% with complete remission and 19.6% with partial remission of pain and disability" - *Texas' Rio Grande Hospital, Department of Neurosurgery*

Here's the point of all these studies... VAX-D disc decompression has a high success rate with helping disc herniations, sciatica, and back pain. This means in just a matter of weeks you could be back on the golf course, enjoying your love life, or traveling again.

VAX-D disc decompression treatments are very gentle. In fact, every once and awhile I even catch a patient sleeping during sessions.

Here's what to do now:

It's time for you to find out if VAX-D disc decompression will be your neck or back pain solution. For 10 days only, I'm running a very special offer where you can find out if you qualify for our world-class, comprehensive back pain relief program.


If you, a friend, a loved one, or a co-worker are suffering, call (724) 458-1100 to schedule a FREE, no-obligation, consultation and MRI review that includes an in-depth consultation about your health and well-being where I will listen...really listen...to the details of your case. You'll get to see everything first hand and find out if this amazing treatment will be your pain solution, like it has been for so many other patients.

Due to the demand for this treatment, I suggest calling my office day or night (724) 458-1100. Just call before this offer expires on Thursday, April 12, 2012 at 5:00pm.

Sincerely, Dr. Kenneth J. Vinton, D.C.

P.S. . I can't guarantee you won't need surgery. No one can. (Not to mention it's illegal for any doctor to guarantee results.) But I can promise you the longer you wait to fix your problem, the worse it will get.


Don't wait. Your back (and your life) are too important. Call, day or night, (724) 458-1100. (If you get the service, leave your name and message to reserve your spot. Dr. Vinton still personally returns every phone call, so you are certain to get the care and attention that you deserve.)



Dr. Vinton and his then 14 yr. old daughter, Lauren, enjoying a meal together after Dr. Vinton finished meeting with doctors at the nation's top VAX-D disc decompression center in Naples, Florida.


Dr. Vinton continues to consult with top doctors around the country, ensuring his patients receive the finest, cutting-edge care, with the comfort of a one on one doctor patient relationship.

What others have to say....



"After working with VAX-D, I was so impressed with the many positive results that I sent my husband, a long-time chronic back pain sufferer, in for treatment. He has been virtually free of pain for five years. I myself suffered a L4-L5 disc herniation so severe I required hospitalization. With VAX-D, I was able to fully enjoy our 15 year anniversary trip with both my husband and me free of back pain!"

Dr. Sandra Fallico, M.D.



"I've never found anything to work so well for back pain patients in my 39 years in medicine. VAX-D changes lives and frees them from the misery of chronic low back conditions. It repairs damaged discs that cause excruciating back pain and sciatica. We have been able to fix the post-surgical train wrecks that no one else could repair. VAX-D should be used before surgery..."

Dr. E. Gutman, M.D.

"I suffered a disc herniation in my neck that made my right hand numb and burn. I couldn't hold onto the steering wheel and it was a constant annoyance. Now after 2 weeks of treatment, my hands aren't numb and I can hold onto my tools. I am amazed at what I've seen so far." **Jim M.**


"I like the honesty of Dr. Vinton, you treat people with care. With VAX-D, I have less pain, I don't have to use my cane anymore, and I can walk more...I was facing being in a wheelchair." **Harry Niles, OH**


"Excruciating pain radiated down my left leg to my toes. MRI showed deterioration at L4-L5 and L5-S1. I was doubtful about the sciatica pain in my leg, but after the 15th session I only had a slight twinge occasionally. Since that day on, I am completely free of the pain in my back and left leg. I jog the same as I used to, I cut the lawn, I'm back without any pain at all, and I've got to say that VAX-D was the thing that did it for me."

Dr. Robert Channey, M.D.

Damian Rolls
New York Yankees, Third Base


I had been living in constant pain for three years. My hamstrings and hip muscles felt like they were in my back. Walking around was not even an option and even just lying in bed was a task. Halfway through my VAX-D treatments I still had tightness but I was pain free. Since the treatment I can walk around and not have to sit down every five or ten minutes. I have remained pain free years after my VAX-D treatment.






Bruce Wilkerson
Offensive Lineman with Green Bay Packers and Super Bowl Champion

I tried injections, medications, and thought surgery was the only option for my serious back pain. My father told me about a new treatment called VAX-D. It has changed my life. My daily activities are back to normal. I now sleep without pain. If you have discomfort or have been told you have no option but surgery, do what I did and call VAX-D.



Dr. Kenneth J. Vinton, D.C.
Director, Back Pain Relief Center

After lifting a heavy object in 2006, my back and leg felt instant and excruciating pain. All that I could do was to lay in bed on my left side. Every other position caused pain. I became my own patient and began VAX-D treatments. My MRI showed a disc that I had injured nearly 30-years ago in a weight lifting accident, was drying out and badly bulging. Within a few VAX-D treatments I was able to return to the office to see my patients and after completing my treatment program, have made a full and complete recovery. It works. I'm living proof!



"New Technology As Seen on CBS, FOX News, NBC and WebMD"

CNN **NBC** **abc** **WebMD** **FOX**

We Offer 2nd Opinions...Call (724) 458-1100

*This free consultation is valued at \$200 and is available only on a first-come first-serve basis. Not all individuals will qualify for Vax-D Therapy.
**Due to federal law some Medicare recipients may not be eligible for this offer.
***Testimonials appearing in this advertisement represent typical outcomes which have been mostly favorable. However there is no guarantee that this procedure will work for everyone. Decompression is an adjunctive procedure to chiropractic adjustments. At The Pain Relief & Wellness Strategies Center we only accept patients that are candidates and who we truly believe we can help.

The affluent and ultra-affluent market could be very important to you as a safer, higher ground in coming economic storms. My book, *No B.S. Guide to Trust-Based Marketing* lays out important strategies for attracting and gaining acceptance from those high value customers, clients, or patients.



The boomer and senior market IS going to be important to you. Starting in 2018, more than 50% of adult consumers in the U.S. will be over age 60, and they'll control 70% of discretionary spending. The Age/Profit Wave will determine the fate of almost every business, directly or indirectly. Another of my titles, *No B.S. Guide to Marketing to Leading-Edge Boomers and Seniors*, is your guide to winning with this consumer population.

Notes: These Examples—as well as all other Examples in this book—are copyright protected by their owners, used here with permission, but otherwise all rights reserved. Copying them in whole or large part or their copy verbatim is in violation of U.S. copyright law and can subject you to civil and criminal penalties. The examples in this chapter first appeared in my “Million

Dollar Marketing Lesson” in *The No B.S. Marketing Letter*. To receive the Letter every month, as part of a “test drive” by the author for readers of this book, see [page 229](#).

CHAPTER 12



Direct-Response DIGITAL Marketing

By GKIC

Direct-response (DR) marketing is not a fad, not a limited-time approach, and certainly not media dependent. As you and many of your peers and competitors are now disproportionately focused on digital marketing channels, you need to know that DR is completely media agnostic, and as a matter of fact, in our opinion, even more effective in the online arena than offline. We are pioneers in the art and science of digital DR marketing.

The good news for all of us is that most entrepreneurs are doing it poorly and downright wrong most of the time. That's when and where DR kicks in. It puts proven marketing principles in play, whether on your website, Facebook, Instagram, LinkedIn, Twitter, Snapchat, and whatever new channel has come up since you started reading this chapter. Applying DR to

your digital footprint is the single most important step you can take to ensure your marketing success.

There are websites, and then there are DR websites. Just browse for a specific item to buy, check out four websites that offer the same or similar item, and you'll know what I mean. Regularly at GKIC, we meet entrepreneurs who ask us to review their sites. Some come to us to show off their "great" website, which they take a lot of pride in after spending months and perhaps thousands of dollars on the handiwork of their new college intern. But when we ask them how many page views they get, or how many leads they've captured on their site, or how they handle cart abandonment, or even how much of their business is actually website driven, they often answer "very little," or worse yet, "I don't know exactly." Are you kidding me!?

The days of websites being pretty brochures for your business to tell the world how great you are have long passed. While having an attractive site that provides sufficient details about your product or service is a good starting place, it isn't enough. Far from it. Yes, people need to be moved to take action, and not just any action, but the exact action you intend with the tools to secure volumes of information that will be the basis of the rest of your digital marketing efforts.

Let's start where your customers start—at your website. Let's build a direct-response site that sets you up for true digital marketing success.

The purpose of your website is to convert a website visitor to a paying client—it is your 24/7 online salesperson. What we see lacking in pretty much every website we look at is a total lack of a sales process. Done right, your website will ensure the successful execution of many of the DR principles in this book. Ensure that your site is the tool that it is meant to be.

Traditionally, websites have been designed to sell the customer on your business and to help make a significant enough impression to persuade them to buy your product or services. However, websites need to do a whole bunch more and offer a whole bunch more so visitors can make choices and take action. THAT is what a direct-response website will do.

Having a DR website is the fastest thing you can do to affect change in your business. Let's consider that again. Initiating a DR website is the fastest way to initiate powerful, positive change in your business.

When we asked our good friend Bill Glazer what the single biggest factor had been in his success at growing Glazer-Kennedy Insider's Circle (GKIC),









without pause he responded, “Our website.” If you haven’t already, now is the time to apply the same DR principles to your business. This means a dramatic website mind-shift from “Here are my kids, my car and golf trophy, my products and services” to “Act now!”

Direct-response websites are set up to motivate—no, demand—that visitors take action. They are designed to generate and foster a relationship with the customer, but more important, initiate leads. Does your website do that now?

Consider this: The majority of websites are old-fashioned, brochure-style, basically ineffective designs. They are an expense for your company and usually not nearly the benefit you think they are. You can spend your marketing dollars on Twitter, LinkedIn, or Facebook to drive people to your website, but once there, your efforts are hampered by your lackluster, ineffective, pamphlet-style site. Now imagine if those same leads went to your website and were prompted to take action right away! See [Figure 12.1](#) on page 140.

You want to have a headline that clearly attracts the kind of customer you are looking for. It needs to be emotionally impactful, attention-getting, and at the top of your site’s home page. This will have you standing out from the crowd of others in your field, as most merely have their company name or logo at the top of their site.

FIGURE 12.1: The Eight “Must-Haves” for Direct-Response Websites

-  1. Have a Unique Selling Proposition (USP)
-  2. Offer a Lead Magnet
-  3. Build a Functional E-Mail Capture System
-  4. Design An Automated Sequential Follow-up E-Mail Campaign
-  5. Use Relevant Images and Videos to Engage
-  6. Include Testimonials and Reviews
-  7. Program as Mobile Friendly
-  8. Get People To Your Site Using Social Media and Offline Marketing

If you don't have these now, get them! If you need help, chose an internet marketing expert to make your website a direct response profit generating machine.

As for your USP, it isn't "lowest price" or "best service" . . . boring! You need to consider the benefits you truly offer your customers and encapsulate the idea into a short response that summarizes why people should buy from you. As Dan always says, your USP should create the reaction, "Wow, that's really cool, can you tell me more?" or "Wow, how do you do that?"

As you consider your design, place heavy emphasis on how your DR website is designed and how it looks on mobile devices. Mobile devices surpassed desktops for media time and online searches in 2014, and usage time continues to rise. If you are not able to reach your audience through mobile media search or display, or your DR website doesn't offer a superb, smartphone-friendly experience, you will lose out to other businesses that do.

So, we've agreed that your DR website is not just an online fact sheet that gives the necessary details of your company, product, or service. It has a specific call to action with the outcome being a lead or sale generated. The call to action could be completing a form, signing up to receive email, printing off a coupon, watching a webinar, calling in to hear an audio

recording, requesting free information, completing a purchase—really, the possibilities are endless. When you think of your own website or those you have frequented recently, consider how many of them actually do this.

This type of website does not mean you sacrifice appearance, style, or your brand. Your website can and should be appealing and accurately reflect your brand. But even if it isn't attractive, this approach—set up right based on DR website design principles—can be more effective at generating sales and leads than a “pretty” website.

Business owners have often mistakenly believed that once their website is up and running, they just need to sit back and the customers will come—the “if you build it, they will come” philosophy. They hire someone to build a website, or build it themselves, make it pretty, choosing just the right fonts, pictures, and graphics but fail to consider the customer in its creation. Consider all the questions a potential customer would ask you if you were face-to-face with them. Now look at your website. Do you answer all those questions in an easy-to-find, creative, fun, engaging, informative manner? Your website is a sales presentation. Is it dull? Informative, but dull? Or lively, engaging, and encourages the website visitor to act?

“Pretty” websites are, well, pretty, but do they get people to buy? Unfortunately, there are few website designers who are actually direct-marketing educated. They will design an attractive site that few people will go to, and even fewer will buy from, if they do visit it. Ask yourself right now: Can you track and measure your online marketing presence? Is it making the impact you need, want, and expect? The beauty of a direct-response website, and a clear advantage over a pretty website, is you can track everything because you have set up a separate phone number that is just for your DR website. Tracking is built in!

Keywords Are Critical

Imagine you are the captain of a ship. You need to have some excellent navigation skills to maneuver this ship around and get to where you want to go. If you just hop aboard and take off without any strategies, techniques, or systems, you are going to go where the winds and currents take you, not

necessarily where you want to go. Your business is the same. You need to navigate traffic to your direct-response website, convert them to cash, and keep them coming back.

First, you must have well-researched, strategically placed keywords. These are SEO keywords that are used most frequently in online searches. The more of these you have embedded in your site, the more likely your site will come up in someone's search, and thus, the better your chances of them visiting your direct-response website. Lists of keywords are available for free online. Find the ones that best match your brand, product, or service, and plug them into your site. The more people who come back to your site, the higher Google will move your SEO ranking. Frequent, repeated site visits indicate you are an authority with good content, and that increases your score in the Google algorithm. Better scores move you to page 1, and since about half of search traffic goes through Google, and the majority of resulting purchases take place from businesses on page 1, that is exactly where you want your business to be! Yes, this process takes time, knowledge, money, and energy, which most business owners are not willing to exert. But again, can your business afford for you not to?

So, El Capitan, steer this ship and drive people to your site by using prominent keywords that link your site to what people are looking for.

There is a fine line here that must be noted. Often, people build a website that contains lots and lots of information—too much. This style of website might attract a wide range of visitors (due to high keywords) but achieve minimal or no conversion. The key here is to design your website so that visitors click “buy,” not click away. Your direct-response website needs to have a simple design that is easy to navigate, and it needs to have at least ten things for potential customers to do, only one of which is purchasing your product or service. Have a special offer to attract new customers (e.g., free introductory service, free sample, new customer discount/coupons, buy one get one free, etc.). Consider using “loss leaders” to get people into the fold of your business. This is “buying” customers at break even, or even a loss . . . so you have the possibility to offer upsell opportunities in the future. This requires figuring out and understanding the concept of “Lifetime Value of a Customer,” which is knowing how much an average customer spends over their “lifetime” as your customer—this enables you to determine how much you can afford to spend to get new customers.

Do you have a Special Report or other lead-generation magnet on your site? If not, consider building a lead-generation magnet as an opt-in function on your website to entice visitors to request the freebie in exchange for their contact information. A lead magnet can be a video link, audio link, free report, free subscription, free coupon, discount coupon, free sample, free tip sheet, free book.

Figure 12.2 is a website that has a number of the direct-response techniques, strategies, and systems that convert website visitors to prospects and then, through the follow-up marketing funnel, converts prospects to paying customers.

- Dedicated phone number for online tracking and email link on the top left
- Book an appointment in a different color on the top right and middle picture
- High-value procedures immediately in full view for ease of visitor navigation
- Email capture for New Patient Special Offer on the right side—coupon is emailed to the prospective patient and then put in a marketing funnel

FIGURE 12.2



FIGURE 12.3

NEW PATIENT OFFER

\$89 Exam, X-Rays & Consultation

Get a full oral examination, digital x-rays and a consultation. You will get an oral cancer check and your gums checked. You will be made to feel at home in our beautiful lounge with healthy drinks and snacks.

Valid for New Patients Only. (Usual value \$245.) Offer excludes cleanings.

* First Name

* E-Mail

* Phone Number

Please select your free report: *

☐ Choosing The Right Dentist ☐ Cosmetic Dentistry ☐ Implants

☒ Sedation Dentistry ☐ Teeth Straightening

Get It Now

Please select your free report: *

- Secondary New Patient Special Offer ([Figure 12.3](#)) on the right side in the header picture; it slides down the page as the website visitor scrolls down. It opens when clicked and is on all secondary pages. Free Report is sent with Coupon.
- Live chat tab on the left side—live chat opens and scrolls across the page automatically after five seconds.
- Not Seen—below the fold, as you scroll down, there is a video Review, along with written reviews and a link to the Reviews page
- The navigation tabs on the top are drop-down menus so the visitor can see what services/procedures are available without having to click to another page.
- The site also has a “Patient Referral” page so existing patients can easily and quickly refer family members or friends. They get an email with the New Patient Special Offer for tracking purposes.

These are only a few of the many direct-response marketing and conversion strategies and systems for the home page. Every page on the site

should have conversion DR techniques for visitor action.



Resource Alert!

GKIC Digital Solutions offers an unbiased assessment of your online marketing efforts and evaluates how you stack up against your competition. (Call to get started at (800) 871-0147, or visit www.gkicdigitalsolutions.com.)

Test, Test, Test

Offer a lot of variety—the sales letter for the reader, the video for the person who wants to watch and listen in, facts for the statistician. Most websites don't do this. They are into big pictures and lots of text that talks on and on about them, and not about the consumer. But it is all about the customer! Websites need to have prospect-oriented copy—not about you, your product or service, and how great you are/it is. It's about them. Test and test again to find what is working.

Do a split test with two websites to see what appeals to your clientele. Try different headlines, different types of copy (long, short, different content), video vs. copy, popover boxes or not to better assess what works. Some designs/setups that you think are a home run might not be in your public's eye. You can't always predict what will be more successful until you split test. Definitely split test with landing pages; especially on high-transaction-value landing pages.

If you want a conversion-oriented website, you need an online marketing system that captures email addresses, makes sales, gets phone calls, makes

appointments, tracks five-star reviews, keeps people on the site, and tracks visitors for retargeting. Opt-in offers, email capture, video reviews and testimonials, exit pops, chat boxes, online appointments, and call-in offers are a few of your options to encourage customer engagement.

Often, we find that businesses have a nonfunctioning email capture system. Email capture is the lowest barrier to entry. People are more likely to provide that information than any other. You should regularly be checking how many or how few people actually visit your site and how many of those leave their email contact information.

Look at your Google analytics, and it will tell you how many visitors came to your site—it can also identify what kind of traffic you are getting (you have to exclude the spambots, as they are real traffic). These numbers are very important and often overlooked. (Remember the inaccurate “If I build it, they will come” theory?) Without the contact info, you can’t build a relationship with these potential customers, you can’t offer them help, and you won’t know what their buying-decision time frame is. When it comes time for them to actually buy something, will they remember to go back to your website? Probably not. Studies show that if they leave your website without you capturing their contact info, chances of them becoming a client are reduced by about 80%. They will probably go to the last website they went to, and if it looks reasonable, buy from there.

Follow-Up

Another critical aspect of most websites is not having a “relentless, ongoing email follow-up system till they buy, die, or unsubscribe.” If you don’t have time to set it up yourself, find someone who will. It is money well spent on your business. GKIC has a follow-up email system that is full of relevant, interesting copy to help build the relationship with the consumer. Keeping in touch with your customers, clients, or patients builds better relationships and leads to more referrals. Since you don’t always know where your customer is in their decision-making process, you’ve got to maintain regular communication with them so when they cross that threshold, boom! There you are. You’ve been building that relationship with them by offering

reliable, relevant content.

When I say “relentless, ongoing email follow-up system,” we are not referring to a digital barrage of boring, “I’m so great, my product/service is so great, blah, blah, blah” messages that make your reader tune out at “hello.” These must be interesting, engaging, and, dare we say, FUN emails that they look forward to reading. Make it a pleasure to be part of your community. Offer interesting information; pop in to say, “Happy Mother’s/Father’s Day”; at Thanksgiving sponsor a little food drive; make yourself part of the community; make them want to be part of your community. Do this through your direct-response website, emails, newsletters, etc. Most of all, make it interesting and fun. Have contests once in a while. Engagement improves significantly when there is a contest involved. Hold contests two or three times a year with the entry form on your direct-response website. Tell them the winners of this contest will be notified in your regular emails—this gets everyone to read future emails!

The times they are a-changing. Everything changes so quickly nowadays. With that in mind, are you using outdated online marketing technology and tools? Monitor and make immediate changes. In this particular circumstance, experience and tenure might actually be a detriment now, as we often rely on what has worked in the past—and that may not work the same way today with so many dramatic shifts in technology. As Google continuously changes its algorithms, the things that earned you a Page 1 rating yesterday might drop you to Page 2 or 3 tomorrow. When was the last time you updated your online marketing? Landing page? Website? Google and Facebook are always changing. Keep up. It is a changing world, and unless you change with it, it could cost you a lot of money.

Try to stay within the three-click rule—people often get frustrated if they have to spend a lot of time clicking around to find what they need. Fast, simple purchasing options encourage customers to follow a purchase to completion. The more steps they have to go through, the more likely you are to lose them.

Reviews Speak Volumes

Part of the sales/navigation process for your website should include testimonials, also known as “Five-Star Reviews.” What others say about you is infinitely more powerful than what you say about yourself. That’s why referrals are the easiest people to sell. Someone they know and trust recommended you. Visitors to your website expect you to say “I’m the best” or “I’ve got the best service.” However, that has zero credibility with the first-time website visitor.

Statistics tell us that over 50% of online searchers who are looking for a product or service will check out the online reputation of the particular company they are thinking of doing business with. What that means to you is that you should have “Five-Star Reviews” on your website, Google+ page, Yelp, and other online review sites.

A good review needs to have certain direct response principles included in the review. Having great five-star reviews is a system and as such should have the following:

- A headline taken from the comments in the review that clearly shows the benefit they received from using your products or services so that others who are experiencing the same problem can relate to that review.
- What their problem was and how it affected them on an emotional level. Remember people make decisions based on emotion and then justify with logic.
- The reason why the prospect chose you vs. your competition.
- Their full name and occupation. If I am a fireman, and I see a fireman wrote a testimonial, then I am more likely to have an affinity with that occupation, the review is now more believable, and there is a greater chance a person will do business with that company.
- Reviews should be in italics with “quotation marks” at the beginning and end of the review. By doing this, you differentiate the copy from the rest of the website copy so the website visitor physically sees the difference on the website page.
- There should be at least one review on the main page of your website with links to a page that has more reviews on it. If you have reviews on other sites, there should be a link, with the logo, to those sites.
- Videos of Five-Star Reviews are great; however, if you have them on

your site, they still need a headline and you should transcribe the copy for those who do not want to hear the audio as they might be in a public place or at work.

Since this is a system, as with most systems, you can leverage technology to automate the procedure of getting and posting testimonials online. Having Five-Star Reviews online provides social proof and is another step in the direct response selling process.

Make Your Websites Work, Not Just Show Up

Be honest with yourself when you evaluate your website. Is your website currently converting leads and/or sales at the highest rate possible? Does it currently pass the direct-response test?

Hoping, wishing, or praying the site will somehow magically get much better at conversion will not do the trick. You must step—no, jump—into the digital realm with a strong direct-response digital footprint.

Online marketing trends are ever changing, but you can be certain that the direct-response marketing system will remain evergreen. Implementing the direct-response principles into your website will systematically move your site from a brochure to a money-making machine, converting visitors to leads and leads to customers for life.

CHAPTER 13



How to Create Business Equity and Competitive Advantage with Lists

There are a ton of spectacularly dumb business operators, and I find my encounters with them depressing. You should really be thankful you are here, helping you *not* be one of them. I'm serious. You are about to learn something few business owners ever learn:

There is little real equity and no security in the assets bankers look at on balance sheets and that most business owners prize, like patents and other intellectual property, proprietary products, services, location, buildings, equipment, or inventory—because it's all worthless without customers and customers in development. The true equity is in these lists.

Further, most business owners live with utter uncertainty and insecurity

day by day, only presuming or hoping people will arrive and buy, but as the financial people constantly caution: past gains are NOT predictive of future results. To be in control, to be in what I call The Income at Will Position, you must have well-kept, ready-to-use lists including email and physical address.

Any business not Always List Building is failing.

Failing to convert traffic, visitors, first-time buyers to an asset. Failing to exert competitive advantage over other businesses in their category and community that might also be chosen randomly, day to day.

As example . . .

Carla and I went for dinner at the giant, warehouse-sized Granite City Brewery, really a burger joint, at an upscale shopping center . . . on a Monday night. The place was nearly empty. Were it mine, I'd be panicked. Sure, it's a Monday, but it is Monday Night Football night and there's a big bar with big TV's. The Cheesecake Factory across the way had a full parking lot. Yet we were able to get in and out of Granite City with *no* attempt of any kind made to capture any contact information, even just email. No bounce-back coupon with expiration date gifted. No call-ahead menu sent home. *Nothing.* **What they don't grasp is: we were (just) leads.** What they did: being there, being open, big-ass sign, and not having a waiting line like Cheesecake Factory was their version of lead generation. It got us to eschew Cheesecake Factory, our first choice, and try them. Audition them. Gift them permission to sell, to convert us to repeat customers and advocates. But they did none of that. And obviously, no follow-up after the fact, because the imbeciles can't. So, it's nice to be with you smarter folk. But as a reminder, it's useful to understand what a "lead" is in your business.

Leads go onto lists, to then be customers in development. Such lists contain money, like cactuses contain water. The ignorant can't see water rising out of the cactus as if it were a fountain, so they may die of dehydration right next to one.

The most basic act of the owner of a direct marketing business is to Always List Build. At every opportunity. By every means available. This is vital if you are to convert your nondirect-marketing business to a direct-marketing business. The restaurant owner with a restaurant at a location has nothing but a restaurant. The restaurant owner with lists of frequent customers, first-time customers, prospects who visit his site or call but don't come in; birthdays or birthday months, and wedding anniversary months of

customers . . . has a direct-marketing business, and he has the ability to trigger Income At Will and to exert great control over stimulating sales.

The use of sales/marketing funnels described in the previous chapter is not just for active, short-term selling, but also for list building. As people enter and are permitted and encouraged to move through a funnel, email contact information, then full physical address contact information for use with real mail, then data about them obtained by surveys and choices of content opted into, auto-collection built into the sites should be harvested, then used to build lists. Plural. Segmented in various ways, whether by known key interest, birthday month, married/single, gender, any factor you might make use of. If all you use a funnel for is to sell, you neglect its best virtue: list building. The same thing is true of any media: people visiting your booth at a trade or consumer show; walking in and out of your brick and mortar store, “just looking around”; calling and asking a question of your receptionist. ALWAYS List Build. Let there never be a contact without an attached attempt to List Build. If you go back to the very front of this book and reread Becky Auer’s report on her wildly successful restaurant business, she reveals the important competitive advantage of the sizable list she developed.

That’s *basic*. You can get more sophisticated. If you want to know how to 2X, 4X, or 10X your lead-generation effectiveness, GKIC Member Rachel Young provides a good example. She has a gun store made unique by offering customers the opportunity to create customized firearms, but even more important, doing micro, precision target marketing based on their best customer profiles (Jeep owners, for example). She targets various market segments with success. For example, she focuses on a grossly underserved yet robust group of gun buyers: the LGBTQ community. As she explained, members of the LGBTQ community often face increased violence, especially those in the transgender population. Many of her LGBTQ customers feel especially vulnerable in the South (where her store is), and, statistically, a big percentage of them are gun owners. They have media, there are lists, and they can be specifically invited and welcomed. By getting an understanding of their needs, getting their vocabulary to speak to them as a knowledgeable friend, etc., she enjoys blockbuster success attracting them as prospective customers into the store.

The reason this strategy can result in 2X to 10X lead generation/new

customer attraction effectiveness and (financial) efficiency is: **precision Message-to-(Micro)-Market Match**. Lists are the chief opportunity to use such Match. The more in-common factors known about a list or a segment of it, the better you can tailor and target a special message of high interest to those people in place of a sloppy one-message-forall approach.

CHAPTER 14



Why and How to Build a Sales Funnel

By Darcy Juarez, GKIC

More than ever, customers have more businesses, just like yours, competing for their purchase dollars. They are often overwhelmed with communication of offers, information, and purchasing options. So, how can you reach your ideal customer and have them tune in to you over all the other noise fired at them?

The Why

Funnels! Funnels allow you to spend your marketing dollars in a far more

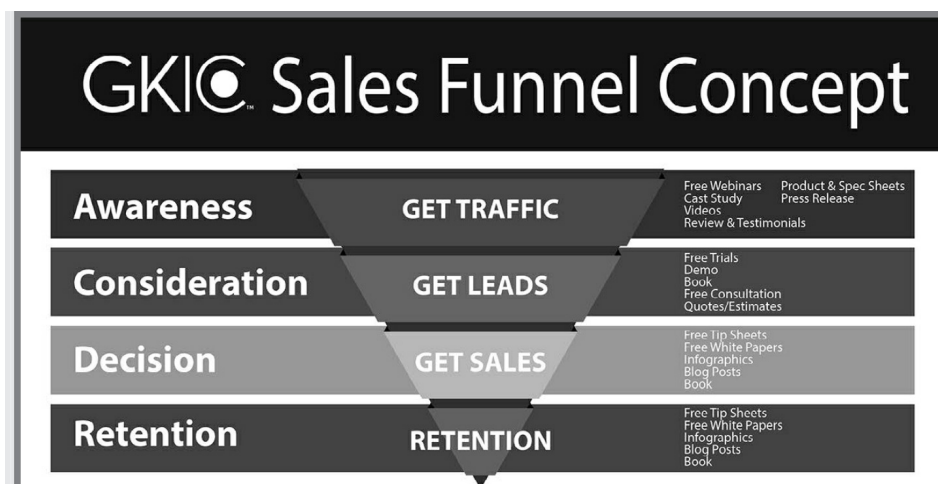
measured and thoughtful manner with direct-targeted outreach to carefully selected potential customers. They are a systematic, efficient, and affordable method to target your ideal, high-value customers who are ready to give you money over and over again.

As a business owner, you want to acquire new prospects, i.e., leads. You must convert those leads to buyers, and then you want those buyers to purchase more and purchase more often, and finally, you want them to refer new customers to do it all over again. For this, you need sales funnels. Sales funnels have many benefits for your business. They can increase your sales revenue, increase your conversion rates, help predict your sales volume, and identify products and services that are not selling 24/7 on autopilot. See [Figure 14.1](#) on page 159.

Simply put, a sales funnel is a well-guided path for potential buyers to follow. The funnel starts when someone's hand goes up in acknowledgment of interest in your product, service, or business. The sales funnel takes people from their first interaction with your brand through a number of steps that are intended to result in one or more conversions. These conversions can be as simple as downloading a document or opting in to your mailing list to watching a webinar or making a purchase. The best funnels recognize that customers are very diverse—one size does not fit all—and they offer several different conversions (or purchase options) for the wide variety of customers along the path to purchase. These options should include upsells, downsells, limited-time offers, etc., to reach the most customers, clients, or patients and maximize the profit from each customer.

Think of the sales funnel as a tree with many branches and different apples (products or services) on those branches. You want to make the buying options available for a wide variety of customers and easily available. If they only want to climb the tree a little and buy a small green apple, OK. If they want to climb to the highest branch and buy a whole bushel of golden apples, you've got that available for those customers as well.

FIGURE 14.1



So, how do you get people to look at, let alone *climb*, your tree when they have a forest of trees in front of them? First, offer them something for free or at little cost. They will be very likely to respond and will hold you in high regard after that because you have given them something. You have indicated your value to them, started establishing the relationship, and began the trust process.

It is important to note here that the path you set up needs to be full of shortcuts—a springboard jump to the top of the tree, shall we say. For those customers who don't want to follow the path, the ones who have no interest in the small green apple at the bottom, but instead, want the fast track to the bushel of golden apples at the very top, there must be shortcuts available at every turn.

Along the guided path to get the customers to purchase your product(s), you need to present multiple problems they might face to get them to move toward the solution you provide. Let's say you are selling a tooth-whitening product at \$19.95 for a one-month quantity. A typical funnel will use one or more opt-in pages, an email auto-responder (that will send a sequence of emails that guide them up your value ladder), in addition to one or more sales pages, order forms, additional content, etc. To get them to consider your product, offer a free one-day sample in exchange for name, email, and address. Or offer a three-day sample (just pay to ship and provide name, email, address, and credit card number).

Some customers might opt in to the free offer and stop at your first "tree branch." Send them a thank you and their sample, and continue to reach out

to them (via email and direct mail) so they can buy your product once they have tried (and are thrilled with) the original sample.

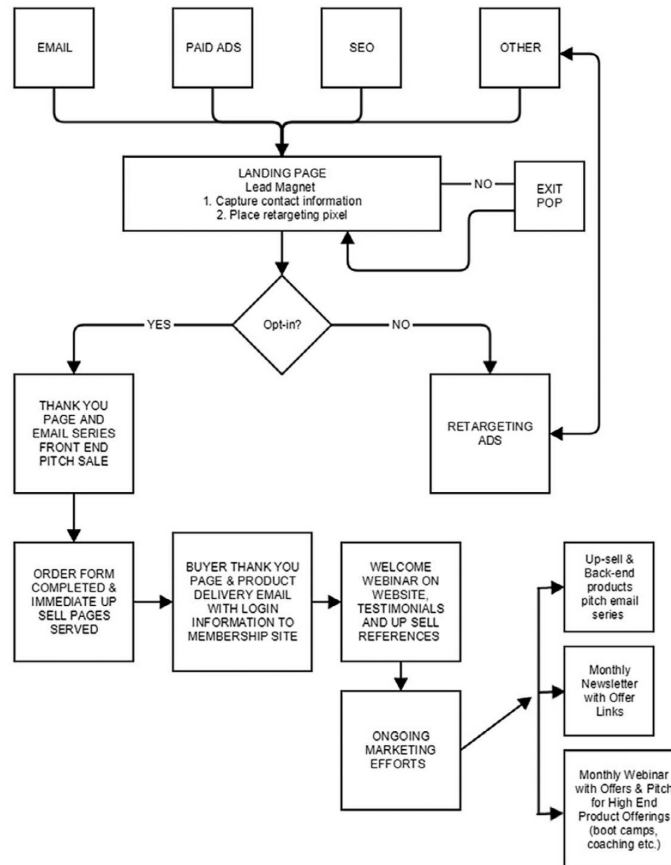
Each customer is unique and buys on their own timeline. You want to stay in front of people until they are ready to buy, so follow-up emails are essential. It is difficult to tell when their need is going to shift from “I’m curious” to “I’m interested” to “I want to buy” to “I must have immediately!” But if you are at the forefront of their thoughts, guess who gets the business when they do turn that corner from pondering to purchasing.

Another customer on your funnel path might not want the free one-day or the discounted three-day whitening sample but may be curious about the one-month supply. They might need additional information to convince them that this is the right purchase for them. Testimonials, before-and-after pictures, sales letters, money-back guarantees, or video links need to be interspersed on your funnel path so that if the customer is interested, they can further their engagement with your product or business. The key here is that each “up branch” of your tree is optional for the customer, not forced. Each branch must appeal to the diverse breadth of your customer base. They all won’t want to receive their information the same way. See [Figure 14.2](#) on page 161.

FIGURE 14.2 Sample Funnel for an Info Business

A good funnel can be simple, but must be thought through, organized, planned for and tested.

Here's an example of a funnel that could be tested for an info business. Now, this is a sample info business funnel, but very close to what would actually be needed as a minimum to be successful selling your front end and back products. It's certainly a great example of the types of funnel steps you need to be considering for your info products.



Look around you. People are on their cell phones watching videos, reading the news or listening to audio, reading books on their Kindle, reading paper documents (yes, it still happens that way for some). Once they have engaged with the available resources (video, audio, sales letter, etc.) on your product, *in the format that they like best*, the customer is going to be much more likely to buy your product. It is an easy cost of doing business to let the customer discard the format that doesn't work for them, choose the one that does, and make the purchase. Each branch of your information tree must have an easy link to quickly purchase your product(s) or service(s). When the customer is ready to buy, you *must* be available. The smart marketer has

lengthened their sales funnel and given themselves the ability to really talk to their prospect in the modality to which their prospect wants to be spoken—and will best respond.

The How

So, you are clear on *why* you need a sales funnel: to increase conversions and profits. Let's now discuss *how* to build a sales funnel.

You want a long funnel with rotating and interspersing multiple forms of media. If you only reach out to your customers one way, you are leaving sales on the table. Interested or semi-interested customers need to receive text, email, AND direct mail promoting your product or service, and encouraging them to cross over from “maybe interested in” to “bought it.” You want to be front and center so when they are ready to buy, they immediately think of and see your business. Each funnel step naturally leads to the next without any disruption to the flow.

Product-based funnels are often thought of in two actions: “add-to-cart” and “checkout.” They are more sophisticated than that, and I will walk you step-by-step through how to build one. An effective funnel actually allows you to build a relationship with your customers as they move through your funnel so that they can become loyal, repeat customers later on.

There are many different types of funnels, of various sizes, with different outcomes. There are many options for creating a funnel, with some sites offering fill-in-the-blanks options. To find which one would suit your needs best, call (800) 871-0147 to talk with a GKIC Business Consultant to learn about the GKIC *Top Secret Ninja Funnels* and other marketing solution products.

Funnels can be short and sweet or more complex and intricate. You may want to start with a very straightforward one initially and either add to it or build new, more elaborate funnels as your skills and confidence grow. Creating a simple landing page with an email opt-in, thank-you page, and a link to an auto-responder takes less than half an hour. Much less if you choose to use pre-established templates and just plug in your business information, logo, image, etc.

For our purposes, let's take an average-sized funnel and walk you through its composition. First, think of what you can offer for free. Everyone likes something for free, and it is a great way to warm up customers, clients, or patients to your business, product, or service. A buyer's guide, book, sample, webinar, checklist, recording, or resource list are just a few possible introductory offers for you to consider.

As you consider what to use for your intro offer, remember that it is the most important part of your funnel. Here is why: Since the ultimate goal of the funnel is to turn someone who opts in into a lifelong customer, it is critical to give a pertinent offer that ties into your lead magnet when the customer is most interested in you. You've got to make the offer so raging awesome that it is nearly impossible for the customer to say no. As example, at GKIC, we offer the "Lifestyle Liberation Kit," which includes all kinds of amazing resources for our members to begin their journey with us and to help them recognize the value of their membership at GKIC.

Let's start at the beginning of the funnel, moving through the system as if the customer buys everything we offer them, and then we'll go through the same funnel from a less exuberant customer's perspective.

1. The first page is the Headline Page. It has your fantastic free introductory offer, maybe a short video link (two to three minutes), and requests only the customer's name and email in exchange for access to the offer.
2. The incredible free gift in your introductory offer should be relevant to your core offer(s) and should be recognized (by you) not as a moneymaker but as a relationship-builder, paving the path from curious shopper to a long-term customer. The Intro Offer is a trust-builder between your brand and the customers. If they raise their hand and opt in for the free gift, they are quickly informed that their freebie is on the way and are invited to read another free piece of related content. They are immediately redirected to the second page of the funnel.
3. This Full Page might have a longer video with link, graphic, audio link, etc., and have the core offer—again, at a high value, like 50% off. In exchange for this offer, the customer must provide their full

contact information, including address, phone number, and credit card (as they already entered their name and email to move forward from the Headline Page). Immediately following the opt-in for the core offer, the customer is once again invited to access another piece of related content linked to another fantastic offer on an immediate upsell offer (Upsell #1) page. Upsell #1 should be a highly discounted product or service. On the Upsell #1 Page, there can also be a video, or a sales letter, or whatever you think will promote your product or service the best.

If you do a video, the first 30 seconds of any of these videos (from Headline Page to Full Page to any Upsell Pages) must be captivating. If you don't grab your customer's attention and create interest in your product or service in the first 30 seconds, you lose a valuable prospect that is more expensive to replace later.

Upsell #1 should be a one-time offer with time limitations. If you say "one-time offer" on the Upsell #1 Page, it *really* must be one-time only. It can't show up later unless it is offered at full price. This is critical on several levels. Your customer will see that you mean what you say, and they will take future one-time offers more seriously, recognizing the importance of acting quickly.

As customers move through the funnel, you are literally training them in how you do business. As you are creating each page of your funnel, you need the buttons (video link, add to cart, etc.) to be "above the fold." This refers back to newspaper days when the ads and stories above the fold were easier to see and thus received more attention. You want your most valuable information to be easy to see on a computer or smartphone screen without the customer needing to search and scroll down to find the "add to cart button." Below the fold, have more information on your product or service, but the most compelling information and access to the purchase button must be above. This will be a one-click upsell, as the customer had already provided their credit card information when they were at the Headline Page or the Full Page.

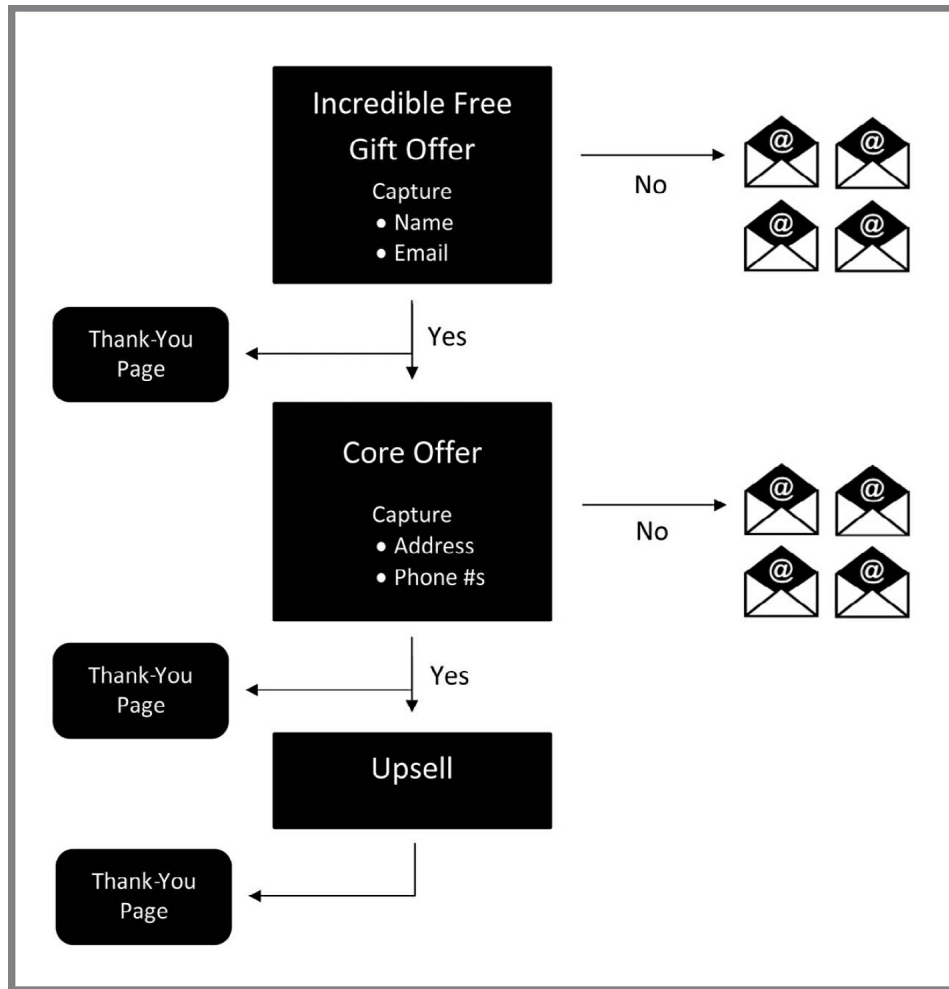
By moving them through the funnel in this manner, it makes the purchasing of your products or services very quick and easy, and the easier it is for the customer, the more likely they will buy (and buy

more) from you. On average, effective upsell offers have about a 10%-20% conversion rate. You can have additional upsells beyond the first one, but for the sake of brevity, our explanation will stick with just one. As you become more comfortable and skilled at creating funnels, experiment with more complex ones that offer a wide variety of goods and services all designed to expand your customer base.

4. In just a bit, we will look at the same funnel and the path a more reserved customer might take at this juncture; before we do that, it is critical to address the Thank-You Page. As you look at the diagram of this funnel, notice that all actions lead to the Thank-You Page. This is a most important aspect of the funnel. Whether the customer opts in for the free gift, the core offer, or the upsell, they must be immediately directed to the Thank-You Page. Your goal is to build positive relationships with all who visit your funnel and leave favorable impressions with them. With this done, they will remember you fondly, refer others, and buy from you again and again. Remember, ALL paths lead to the Thank-You Page.

Now, let's look at the same funnel but follow a more hesitant buyer as in [Figure 14.3](#) on page 167.

FIGURE 14.3



1. They go to the Headline Page, see the introductory offer, and accept the free gift, giving you their name and email in the process. However, they do not accept the core offer offered at 50% off on the Full Page. When this happens, they immediately drop into an email sequence, which further promotes the product or service and encourages purchase. Remember, they provided you their name and email in order to receive the free gift. The four or five emails should go out over a one-week time frame and are designed to guide people back to the Full Page and the core offer, motivating them to buy by offering additional information.
2. Say the customer accepts the free gift and the core offer but declines the upsell. At that point, they would then drop into an email and direct-mail sequence designed to promote and encourage the purchase of the upsell. The four to five emails would be sent out over the next

week, and three to four direct-mail pieces go out approximately every ten days. For your direct-mail pieces, lumpy mail, a CD/audio flash drive with additional information, and a postcard with a video link are all great options. This one-two punch sequence creates an additional 3% to 5% conversion on your upsell—as prospects are receiving the direct mail, they are also receiving emails inviting them into a webinar, to read a sales letter, etc., all promoting your product or service.

3. One challenge that people face when creating funnels is an assumption about price. Often, when the customer moves from the free gift to the core offer but doesn't buy the upsell, people make the assumption that the price (which is higher priced than the two previous offers) was the reason. This is usually not the case. More often it is the product or service itself, and if you aren't getting the response you desire from your funnel upsell, consider changing the item, product, or service rather than lowering the price.
4. Another challenge that people trip on when creating a funnel is thinking, "I don't want to bombard my customers with offers and burn up my list." Keep in mind that the people moving through your funnel are already in line with your product or service. They will quit when they are ready, so the more you offer validity to your product or service, the more offers you give, the more choices they have and the more likely they will buy.

Your funnel can have two, three, four upsells, or more. This is not overkill when you consider the customer's point of view. When *you* are looking for a solution to a problem you have, just how far will you go to resolve it? Your customers, clients, and patients are the same way.

5. On each page of your funnel, the most important boxes (add to cart, video/audio links, etc.) must be easy for the customer to find, and ALL responses lead to the Thank-You Page, even if they don't buy. The box for declining an offer should be more elaborate than just a "No" box. It should say something like "No, I have all the customers I need," or, "No, I don't have any weight to lose," or, "No, I have all the money I need." Whatever can touch on the pain point that your product or service alleviates.

And repeat after me: All responses lead to the Thank-You Page.

6. As you plan your funnel, consider how long the offer will be in place. Let's use 15 days for our example. This time frame can be extended to 45 to 60 days when you supplement it with offline. Create and test, test and create. Your second funnel might end up quite similar to the first with just some minor changes to the offer, the free gift, shipping, etc. But everything else remains the same. You get a new influx of buyers, a new influx of leads who didn't respond to the previous offer. Again, by adding the direct-mail component, you can extend the length of time your campaign runs. Just by adding two extra postcards to the end of any campaign, you've added 30 days of campaign life.

As you did with the free offer and the way you promoted it on your above-the-fold marketing, the choices are endless as to how you use direct mail to supplement your funnel. Perhaps you send a little package that has the audio or a video DVD of you interviewing a client who has succeeded with your product or service. Or how about a postcard with before/after, testimonials, or a sales letter? Anything you can send via direct mail to drive the customer back to your funnel will boost sales over a longer duration.

7. You may be thinking *"This all sounds great for business, but I am not tech savvy."* You don't have to be. There are many companies out there that specialize in funnel creation and have ready-made, step-by-step, fill-in-the-blank pages to help you set up your funnel. Some of these are even free.



Resource Alert!

For a more in-depth look at funnel building, GKIC has a product called Ninja Funnels, where six different funnel designs are broken down into basic steps, typical conversion rates are identified, and

funnel-building options are offered. This is available at
<https://gkic.com/services/products>.

There is also a plethora of companies whose sole purpose is to build funnels. As a business owner, you need to think strategically about what you want your funnel to do (beyond “I want this funnel to sell a product or service”). What do you want the goal of it to be? Since no one knows your product, business, or service better than you, you must have these questions answered before you or someone else begins to build the funnel.

SECTION II



APPLICATION

The following chapters from guest contributors provide an in-depth look at direct marketing applied.

One featured business is a law practice. This can serve as a model for anyone in any kind of professional practice, but it has broader application. In my book *No B.S. Guide to Trust-Based Marketing*, I make the case for and provide the methodology for positioning yourself as an expert authority and trusted advisor in any sort of business where services are offered and marketplace differentiation is critical. Ben Glass' Direct Marketing Law Practice is a good model for *any* business and businessperson seeking to advertise, market, promote, and sell with trusted-advisor positioning.

The other featured business is a real estate agent's. This is a more "approachable" and common consumer experience business than is a law practice. What works to attract homeowners and homebuyers can be translated to attract people to just about any service provider or retail outlet, by any sales professional, working with consumers or B2B.

Also here, GKIC reports on two great examples of non-direct marketing businesses converted to direct marketing by GKIC Members.

In the Resources Section, organized by category of business, you'll find a list of other direct marketing leaders in varied fields and their websites so that you can choose those most comparable to yours to study.

You can also obtain a voluminous, organized-by-category resource called The Magnetic System® rich with fill-in-the-blank templates as well as actual examples of advertising and marketing for every imaginable purpose, for a full range of businesses converted to Direct Marketing Businesses at GKIC.com/Store.

CHAPTER 15



You Can Attract Your Ideal Customers, Clients, or Patients Why Settle for Anything Else?

By Ben Glass

What can a lawyer teach you about marketing? What I learned about marketing literally changed my life and could change yours. No, unless you are a lawyer, you weren't looking for a chapter here filled with law practice marketing examples. After all, what do us pesky lawyers know about marketing except to run lots of ads with gory accident scenes and fistfuls of dollars? I don't blame you for your revulsion. I share it. As you'll soon see, I found a road less traveled. My experience may fundamentally change the way you think about what you sell.

We'll start, though, back where I began, with traditional, commonplace legal advertising.

Drug or product reported killing or maiming people? Throw millions at it in TV and print ads "warning" consumers about the dangers and side effects and advising that "you may be entitled to compensation!"

If your traditional lawyer marketing doesn't work, get "creative" and have cartoons created showing yourself jumping over tall buildings or darting about in flying saucers.

Not dignified enough? Get "serious" and run ads showing the insurance companies "quaking" at the mere sound of your voice or mention of your name. Of course, you'd better be standing in front of those law books in your library when you create the ad!

Actually, if you are interested in marketing your professional practice, stick around and read this entire chapter. Here's why: There probably is not another professional services industry that spends, as a whole, as much on advertising as lawyers do. From websites to pay-per-click, from TV to radio, from print to billboards, lawyers hand over a ton of money to advertising reps, consultants, and those selling the actual media. The competition among lawyers for new clients is enormous.

The legal profession is also the *second* most highly regulated professional services industry when it comes to advertising. (The financial advisors have it worse but there is not nearly as much money being spent to capture a new financial client as there is for lawyers.)

In every town there's the 800-pound gorilla that's outspending everyone else, too. You see his picture on every park bench, bus, and billboard. If there's a Yellow Pages directory still published in your town, his face together with an American flag likely adorns the back cover.

So if you are a lawyer this chapter will help. If you are not a lawyer this chapter will help even more because if I can help thousands of solo and small-firm lawyers compete against the 800-pound gorilla in their markets, and do so in an ethical, dignified way that helps many consumers get their problems solved, imagine what you can do in your industry where there is not nearly the level of money and sophistication being deployed by your competition.

If Lawyers Can Solve These Marketing Problems, Then It's Gonna Be a Piece of Cake for You in Your Business

Here are the problems lawyers face when it comes to getting new clients:

1. There are a ton of us out there, and many are willing and able to spend massive amounts of money on marketing.
2. There was no marketing class in law school, so we tend to just copy what other lawyers do but do more of it.
3. Marketing is still, by and large, looked down upon by the established bar, and that segment of the bar tends to be the ones getting appointed to the committees that write the rules about advertising.
4. Most of what the public thinks they know about lawyers is derived from two sources: a) the silly “monkey see, monkey do” lawyer ads they do see and b) massive anti-lawyer campaigns financed by insurance companies and big business. If someone has had an experience with an attorney, there is about a 50–50 chance that it was a negative experience because the “event” was the resolution of a dispute and the adversarial process is just no fun. This means that we have a huge “trust barrier” to overcome as well.

Here's the Old Way Lawyers Solved the Problem of Breaking Through the Clutter

Figure 15.1 is the ad I ran when I first opened my own practice.

Look familiar? Of course it does. It's the same ad that nearly everyone runs in any business. It's the ad that says “I sure hope that by some random chance this ad provokes you to call me.” Of course, I copied the ad from someone else, but the Yellow Pages rep selling me the ad said it was a “good one.” She was the expert. What the heck did I know?

I was very proud of this ad and ran it for several years after I had left my old firm where I had worked for 12 years to start my own law practice in 1995.

Think it was a winner? Let me put it this way: The only people who called me from that ad were: 1) loser potential clients who had already been told “no” by all the other lawyers in the phone book, and 2) marketing vultures who saw me as an easy sell for their ads.

I struggled because while I had developed a successful track record as a young attorney and had won several important (and big) cases, there still was no good way for a potential client who might be looking for me to find me. Even if they found me, there was no good way for me to differentiate myself in this very crowded and competitive marketplace. I couldn’t think of a better way to say “Free Consultation” and “We Care.”

FIGURE 15.1



Magnetic Marketing Changed My Life

One day in early 2003 I got a letter in the mail offering Dan Kennedy’s “Magnetic Marketing” course. It was a long letter that promised that no matter what my business was I could market myself so that I would have a long line of people begging me to represent them. The letter hit on all the problem spots that I outlined above. It talked about being seen as a commodity and constantly lowering my standards to service every person who called looking for a lawyer. I bit on the sales letter and ordered Dan’s program.

This was my introduction to direct marketing.

When the big box containing a huge three-ring binder and audio tapes (this was pre-CDs) arrived, I dove right in. I freely admit that after going through the tapes and the binder several times, I still understood only about half of what Dan was talking about and I didn't even have a real good idea of exactly what "direct marketing" was. But I do distinctly remember thinking to myself that:

If I could figure out how to use what Dan and his Magnetic Marketing Course was talking about in my law practice, it would change everything.

I did figure it out.

Today not only has my law practice (BenGlassLaw.com) boomed, but I've created a huge information marketing business (GreatLegalMarketing.com) that teaches lawyers in all different practice areas and in every part of the country how to more effectively market and build their practices. No more talking frogs and flying saucers for us!

Let me take you through the steps that we now use to market BenGlassLaw (BenGlassLaw.com). Our small firm now has 13 branch offices throughout much of Virginia. All the growth is driven by direct-response marketing. It's the only marketing we do. Clients come to me "pre-sold." They often speak of already "knowing me" from reading my books, watching my DVDs, and viewing many online videos.

Your job, when you get through this chapter and the rest of this book, is to figure out how you can use what's here to market your business. You just need to be smart enough to translate "client" to "patient" or "customer."

Five Secrets to Using Direct-Response Marketing to Market Your Professional Practice

1. Identify your "perfect client" before you do anything.
2. No matter how much or how little the prospect knows about you or your services, create irresistible offers that literally compel them to say "Market to me more."

3. Don't buy more ads—instead, get “in front of” your competition.
4. Embrace the complexity of marketing and work hard to develop marketing that talks to your best prospects no matter where they are on the “moving parade of interest.”
5. Develop a follow-up system because the real treasure is buried there.

Secret #1: Identify Your “Perfect Client” Before You Start to Market

If you have clients right now in your office who are making your life miserable, you have only yourself to blame! Your marketing attracted them and your fear that you'd never get another client let them in the door when they came a-knocking!

You must start by clearly identifying who you want to see walking through that door. My friend Matt Zagula, co-author with Dan of *No B.S. Trust-Based Marketing*, calls his perfect client in the financial services industry his “avatar client.” Both Matt and I have “drawn” the image of our favorite type of client in our minds, put that image on paper, and have created marketing that is specifically designed to attract only that type of client.

Remember, I'm a personal injury lawyer. You might say, “Ben, how could there be a ‘profile’ of a ‘perfect’ personal injury client?” After all, car hits car—it's pretty random, isn't it? Don't personal injury lawyers want to represent everybody?

Lawyers who don't know anything about marketing do say they want to represent “everybody,” but that's only because they don't know any better. They are also the ones first to complain about all the undesirable clients whose files bark at them from the file cabinet.

My perfect client is someone who is middle to upper class, educated, has plenty of car and health insurance, and is looking for a respected authority (and not just a lottery payout) from whom they will take advice. Of course, we are also looking for large damages cases, and we are not shy about saying that. My marketing is designed to attract that client and to repel anyone who doesn't match that model.

For a little bit of “inside baseball,” here's a list of attributes that I don't want to see in a client:

- Thinks their injury is the path to riches
- Claims that it's the "principle that matters" and they aren't really "interested in the money"
- Is on their third lawyer for this case and first wants to talk about "how their other two lawyers screwed up a great case"
- Wants to instruct me on the law and the value of their case
- Wants to make sure the defendant pays with their own blood (in addition to any insurance money)
- Has had multiple accidents and a history of pain in the same area where pain is claimed now
- Claims a large injury but bumper on car shows only a scratch
- Wants to collect for lost wages but hasn't paid taxes in years

My "perfect" may not be your "perfect," but you need to know who your "perfect" is, or you'll be back to attracting everyone with your "free consultation" or lowest-price-type marketing.

Secret #2: Create Offers that Compel Them to Be Interested in More Marketing Messages from You

No matter how much or how little the prospect knows about you or your services, you must never again develop any marketing piece that doesn't invite your prospect to contact you to request even more information from you.

The very best marketers in any industry do not have just one information offer for each product/service. They have multiple offers, each masterfully created with this thought in mind: the potential client may know nothing about what I am selling, they may know "A" but not "B," they may have already researched the product/service a lot, or they may be seeing you at the beginning of their research.

As we will see, prospective clients go through a multistep decision-making process. You never know because *they* (not you) control when and where they enter your world, what they've seen, heard about, or believe before they notice you for the first time. Were you having this discussion with them "live" in their living room or your office, this would be easy. You

could gauge where they are in the buying process and adjust your presentation accordingly.

The key is to offer something of real value to them right up front. We do it with a number of free books they can download and videos they can watch. This starts to build trust but also tells them that there is “more behind the door” and all they have to do is ask for it.

Secret #3: It's a Fool's Game to Try to Simply Outspend Your Competition—You Need to Get in Front of the Crowd of Competitors by Shouting a Different Message

Most lawyers wait until someone has already made the decision to hire an attorney before they begin to market to them. That's why most lawyer ads are all about the experience or “caring attitude” or reputation of the lawyer.

Thinking of nothing better than **“Dewy Cheatum and Howe, We Care for You and Offer Free Consultations,”** most lawyers then try to beat the competition by simply buying more ads. This is risky, expensive, and dumb.

First, waiting until someone has decided to find a lawyer is too late. You can actually begin to market to potential clients (and get them to listen to you) before they have reached that point. We do it with this message:

If you have been injured in an accident, you may not need an attorney. But before you 1) talk to the insurance adjuster, 2) hire an attorney, or 3) sign any forms, contact us, and get our free consumer guides. With our free information, you will learn: 1) how to avoid the five major mistakes that new accident victims make with an insurance adjuster, and 2) how to find the right lawyer for your case.

You see, we know what is running through our prospect's mind just after an accident. For example, they want to know a couple of things shortly after they've been in an accident:

1. Should I talk to the insurance adjuster who keeps calling and give the recorded statement he keeps bugging me about?
2. Should I sign the insurance forms they keep sending over? What

about accident-related forms my own insurance company wants me to sign?

3. Can I handle this on my own, or do I need to hire an attorney right away?
4. Which insurance company will pay my mounting doctor bills?

Our initial messaging says to a consumer: Wait, slow down, don't panic. We can help you BEFORE you decide if you even need an attorney or not. That's what I mean by "getting in front of the crowd."

Secret #4: Embrace the Complexity of Good Marketing and Work Hard to Develop Marketing that Talks to Your Best Prospects No Matter Where They Are on the "Moving Parade of Interest"

The "moving parade of interest" is a term I first learned from Dan Kennedy. It means that your prospects go through a process when making a hiring decision. The problem for you is that you can't control where they are along that "moving parade" when they first notice you.

Think of it this way. The last time you bought a new car you likely didn't just wake up one day and say: 1) I want a new car, *and* 2) it's going to be a Lexus, *and* 3) it's going to be silver, *and* 4) it's got to have a premium sound system.

Unless your old car was totaled in an accident, you went on a "decision path" that likely went something like this:

1. My old car is looking a bit dull.
2. I deserve a new car.
3. I can afford the new car I deserve.
4. I like the following brands: Lexus, BMW, Ford.
5. OK, I really like the Lexus.
6. Wow, there's all these Lexus ads on TV.
7. Let's visit the Lexus website where I can "design my own car."
8. Let's go for a test drive.
9. OK, I've decided I want the RX 350.
10. Lets see where in town I can get the best deal on the Silver RX 350

with premium sound.

If a car dealer is doing a good job with their marketing, they are going to develop messages and marketing materials (DVDs, online videos, testimonials) that address you no matter where you are and push you to the next level until you convince yourself that the silver Lexus RX 350 must have been built with just you in mind!

This is where it gets complex. (*Mindset note:* Embrace the complexity. Your competition is lazy. Do this work.) You need to create marketing messages that speak to your prospects wherever they are. Here are some examples in my world:

- In an accident and have literally no clue as to what to do next. (Free download of my book at www.TheAccidentBook.com)
- Have some clue about what to do but want to try to settle the case themselves. (Free download: www.GetItSettled.com)
- Have learned that trying to settle claim themselves is more complicated than they thought and want to hire an attorney but don't have a clue as to how to choose one lawyer over another. (Free download: www.TheTruthAboutLawyerAds.com)
- Like everything they see about us but made the mistake of hiring another lawyer before they saw us and want to fire that lawyer. (www.FireMyAttorney.com)
- Had a case before but didn't get as much money as they could have because they bought the wrong type or amount of car insurance. (Free download: www.TheInsuranceBook.com)
- Have a very specific question about some small part of the whole claims process. (We've probably answered it at www.LegalAcademyVideos.com.)

Those are the steps for grabbing the interest of a person no matter where they are on the “moving parade of interest.” Remember, though, you *must* create marketing like this for each of your practice areas. The questions and concerns that a divorce client has are different from someone who was arrested last night and different from the guy who was in a car accident. One

size does NOT fit all.

Yes, it took a lot of work to produce all that content, and I haven't even shown you the follow-up that "backs up" each point of entry. Embrace it!

Secret #5: Develop a Follow-Up System Because the Real Treasure Is Buried There

All we have really done so far is to get the attention of someone who may be a prospect for you. No matter where they were in their thinking when they discovered your message, you've now had them identify themselves to you, and you have been given some level of permission to market to them.

This is huge! Congratulate yourself.

Now we reel them in with a comprehensive follow-up campaign that provides overwhelming proof that you are the wise man at the top of the mountain.

"Oh Ben, more work! Are you crazy?"

Nope. Here's what we know not only from my own practice but from the feedback we get from thousands of lawyers who listen to me in every type of practice area and in every type of market: an extensive multistep multimedia marketing campaign directed to someone who is now paying attention to you is the Holy Grail of marketing.

Don't wimp out now!

No matter where along the "moving parade of interest" a prospect is, when they first ask for information, they are going to get one of our free instant downloads and an invitation to get "more" for a trade of full contact information from them.

When they give us full contact information and enough evidence that they've actually been in a car accident in Virginia, then they are going to get our "Ben Glass Law Shock and Awe Package." We tell them to be on the lookout for it. This big envelope contains a number of our books, a TV interview on DVD, a radio interview on CD, and a number of other free reports that that will be helpful to them.

We follow this up with more mailed packages, books with more books, and free reports. Of course, there is also a series of autoresponder emails. The content of the emails differ depending on whether the prospect has told us

that they are “just curious about what we are doing” (as you may indicate when you go to any of the URLs in this chapter and request information) or whether they have provided us with enough proof that they just might be a good prospect for us.

Warning: Do not make the mistake of relying on autoresponder emails only! Nothing beats the mailman bringing a package to the prospect’s house. Our marketing system is run with Infusionsoft. Frankly, we’ve found nothing better and have been a raving fan since 2005. (You can learn more at www.infusionsoft.com.)

Let me leave you with this fact from our own experience in switching all our marketing in the law firm to direct-response marketing (Kennedy-style):

We discovered that our best clients hire us anywhere from 3 to 12 months *after* first entering one of our direct-response marketing funnels. Our perfect client is taking the time to 1) heal from serious injuries, and 2) do research before making the decision as to which lawyer to hire, and when they show up in our office. They are 3) usually carrying with them the big bundle of stuff we’ve sent them. Most important, we are making more money and having more fun.

Now it’s your turn. If my profession can do it, you’ve got no excuse.



Ben Glass is a practicing personal injury and medical malpractice attorney in Virginia. He is also the founder of Renegade Lawyer Marketing and author of *How Today’s Solo and Small Firm Lawyers Survive and Thrive in a World of Marketing Vultures, 800-Pound Gorillas, and Legal Zoom* (www.GreatLegalMarketingBook.com). Ben can be found at: www.BenGlassLaw.com and www.GreatLegalMarketing.com.

CHAPTER 16



They All Laughed When I Stopped Selling My Products— Until I Became a Top Agent and Transformed My Entire Industry

By Craig Proctor

Hi, I'm Craig Proctor, a Real Estate Agent who sold over a home a day throughout the 22 years of my highly successful career to become the top REMAX® Agent in the world at age 29. Shortly into my career, I also began teaching and coaching other agents on my innovative approach to real estate marketing, and to date I have trained over 30,000 agents on how to get more profit, time, and freedom in their lives.

I'm the guy Michael Gerber, best-selling author of the business book *The*

E-Myth, describes as “a visionary who reinvented the job called real estate and someone who teaches agents about freedom rather than about work.” I’m also the guy who brought direct-response marketing to the real estate industry. None of this happened overnight.

The truth is, when I first got into real estate, I made the same BIG mistake many agents make. I looked around at what all the other agents in my market were doing and simply copied them. I spent my days and nights cold-calling, knocking on doors, doing floor time, and wasting my weekends at open houses.

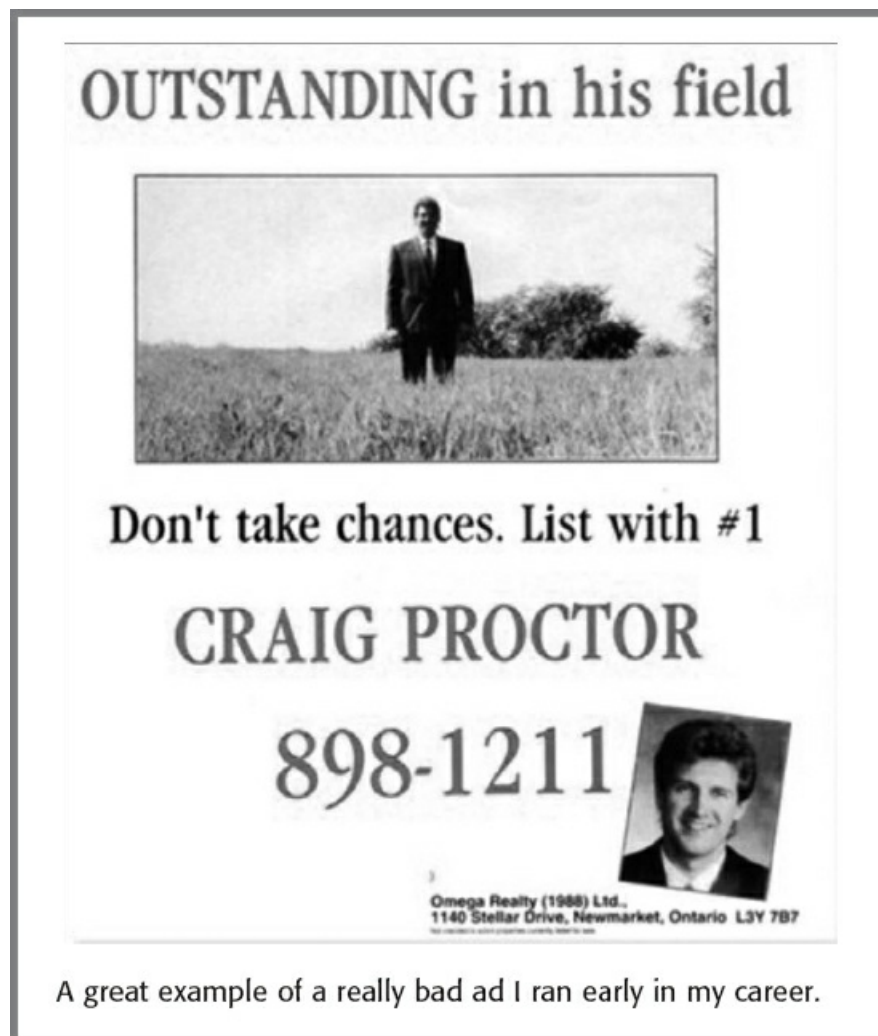
Needless to say, this was a really demoralizing period of my life. I hated getting up to go to work each day to face the mind-numbing work and repeated rejection. I originally got into this business with the idea that I’d be able to spend time helping people buy or sell a home, but instead I was spending the majority of my time *chasing* people, not *helping* them.

Eventually I got so sick and tired of nauseating and highly inefficient prospecting that I decided there had to be a better way, and, like many before me, I decided that this better way had to be advertising. Once I began advertising, I reasoned, my troubles would be over. Instead of me chasing prospects, prospects would now come flocking to me!

Well, that’s not exactly what happened. Again, my strategy was to copy what those around me were doing. This led to very traditional ads—a big picture of me and a catchy slogan. You see ads like this every day in your own real estate publications, and you might ask yourself, “What’s so wrong with these ads?” The problem with self-image advertising is that the focus is on the “agent” when it really should be on the “customer.”

My first ads may have drawn attention to me (see an awful example of my early advertising in [Figure 16.1](#) on page 191), but they didn’t get me business because they didn’t offer prospects anything they cared about—there were no customer benefits or reasons for a prospect to contact me. Whether you know it or not, your prospects are all tuned to the same radio station: WIFM (What’s in it for me). If your ad can’t answer this question, chances are your prospects won’t bother to even look at your ad, let alone respond to it. Lesson learned. I found out the hard and expensive way that just because prospects know who you are doesn’t mean they’ll call you.

FIGURE 16.1: Great Example of a Bad Ad



I needed to find a solution. The problem was, while prospecting bled me emotionally, image advertising bled me financially. I didn't know how to make this business work for me, and I actually considered getting out of real estate, but since I had nowhere else to go, I was driven to figure it out. This was 1989 and I had just heard through a friend about a "marketing renegade" with a refreshing, but unorthodox, approach to advertising. His name was Dan Kennedy, and I still remember seeing the picture of him sitting on a bull. How appropriate given this guy was positioned as "no B.S."

Dan introduced me to the concept of Direct Response Advertising: the premise that every ad must be held accountable to garner an immediate and direct response; that every penny I spent on advertising must be trackable

and, therefore, testable; that what was missing in 99.9% of marketing campaigns was strategy.

As you'll see shortly, I aggressively applied this principle to all of my marketing, and the payoff for me was huge. What I realized is that not only were the ads that most agents placed not effective, the strategic foundation of the entire industry was all wrong. There are really only two things that most real estate agents advertise: *themselves* and *houses*. I was no different until I took a step back and analyzed what I really wanted my advertising to do to get prospects to call me. While that may sound self-evident, when I evaluated traditional industry ads against this mandate, I realized that they not only fell short, they actually did a much better job of *repelling* prospects than *attracting* them.

Breakthrough #1: The One Reason

My industry's mistakes with advertising are not at all unique. In fact, the majority of all advertising is about the advertiser or the product. My solutions also apply to many other kinds of businesses. The radical change I made—at the time, ahead of anyone else in my field—is one you can profit from as well.

The radical premise I committed to was and is: The only reason to advertise is to get prospects to call you.

Let's reject Image Advertising first. Even if you're not a real estate agent, you have most certainly seen these self-promotional ads where the agent paying for the ad talks about how great they are, their designations, how honest and hardworking they are, etc. Let me be clear about the fact that no one cares. Despite this, year in and year out, in every marketplace across the country, real estate agents waste vast sums of money on beautiful pictures of themselves with catchy slogans that no one pays attention to.

Breakthrough #2: Replace Image Ads with USP Ads

In stark contrast to ineffective Image Advertising, Dan introduced me to the concept of Unique Selling Proposition (USP), challenging me to answer for my real estate business the most important question on every prospect's mind, i.e., "Why should I do business with you vs. all other options, including doing nothing at all?" This made total sense to me, and I jumped all over it. I started to test different USP messages and quickly came up with a winner, which I aggressively used: "Your Home Sold in 120 Days, or I'll Buy It." This very effectively positioned me as "the guy who'll buy your home if it doesn't sell," and this irresistible consumer benefit drove truckloads of business to my door like never before. I never looked back.

In a slowing Toronto real estate market in the early 1990s, my Guaranteed Home Sale Program helped me succeed because it solved a very important consumer problem. While every agent will promise to sell your home, I guaranteed it—a very meaningful and compelling consumer benefit (see [Figure 16.2](#)). In fact, several times a day the phone would ring with prospects asking: "How does this 'you'll buy my home thing' work?" to which I would reply: "I need to see your home before I can tell you how much I will buy it for." This, of course, made perfect sense to sellers, and now I was face-to-face with someone who wanted to sell their home . . . always a good thing if you're a real estate agent.

FIGURE 16.2: Marketing USP



Now I know what you're thinking—how the heck did I buy all of those homes? The truth is that during my entire 22-year real estate career I only bought two homes, and that occurred when I broke my own rules. Over the past 20 years, I have been responsible for bringing the Guaranteed Sale Program mainstream by introducing the rules and conditions of this program to thousands of real estate agents in my seminars and coaching programs. You can get more information on the GSP and everything else I teach, including free training, at www.NoBSRealEstateMarketing.com. (WARNING: Other seminar/training organizations have tried to copy what I created but don't really understand the inner workings of the GSP.)

I have already discussed why Image Advertising is completely inefficient. By simply replacing my image ads with USP ads, I got an immediate and dramatic increase in sales. With USP advertising, I not only created massive awareness in my marketplace, I also successfully attached a very powerful and tangible consumer benefit to my identity, so not only did prospects know who I was, they also understood exactly what made me different and better than my competition, and they had a specific reason to call me.

This is the heart and soul of Direct-Response Advertising: a specific reason to respond to you.

The GSP is only one of the many successful strategies I teach real estate agents, but because it's *perceived* to be risky, this is NOT where I begin with agents who are new to "The Craig Proctor Real Estate Success System."

I said there were two things that real estate agents traditionally advertise. The second is their property listings (products). In fact, millions of dollars are wasted every single day on this very ineffective strategy that most agents would agree nets them few results, certainly not enough to pay for the ads.

You may ask why agents keep doing this if it doesn't really work. Well, there are three reasons:

1. Every other agent does it this way, so it seems like the right thing to do.
2. Agents don't have a better strategy to attract buyers.
3. Sellers demand it because other agents keep doing it, and on and on it goes.

None of those seemed like very good reasons to me, so I focused on discovering a better and more effective strategy. The solution I discovered to both better promote my listings and attract buyers changed my business virtually overnight. My secret formula is incredibly simple, and here it is.

Breakthrough #3: The Most Effective and Least Expensive Way to Generate Leads Is to Offer Prospects Something They Want and Make it Easy and Non-Threatening for Them to Get It

As soon as I understood the power of this simple principle, all my marketing has been built around it. In every single ad and marketing communication I invest in, I make the offer so appealing and so easy to get that the right prospects unfailingly respond by contacting me to do business. This is the essence of Direct Response Marketing. It is marketing that causes your

prospects to immediately act—to respond to you directly because they really want what you’re offering. Remember, “the only reason to run an ad is to get prospects to contact you.”

To prove my point, let’s look at any typical real estate agent ad. Simply pick up the classified section of your local paper or browse online under “Homes for Sale” to see what I mean. Now I want to make a very important point that I believe will shock many of you. The fact of the matter is, the role of a property ad, whether in print or online, is NOT to sell the house in the ad.

I’ll go further than that and state that: “It is virtually IMPOSSIBLE to sell a house with a classified ad.” What happens MOST often is that a buyer calls about a listing, and as the agent begins to describe the property to them, the buyer begins to eliminate it and politely tells the agent that it’s either too big or too small, in the wrong area, too much money, or whatever and hangs up the phone. When I explain it in this way, agents can see that the ad doesn’t often sell the house they are advertising. So if it’s next to impossible to sell the house in the ad, why do agents keep trying to do so by babbling on and on with lengthy descriptions of property features?

When agents are writing their classified ads, they shouldn’t be thinking about how to showcase all the wonderful features of this house; instead, they should be thinking about how they can get the highest response.

So what are the benefits that will be most motivating to prospects?

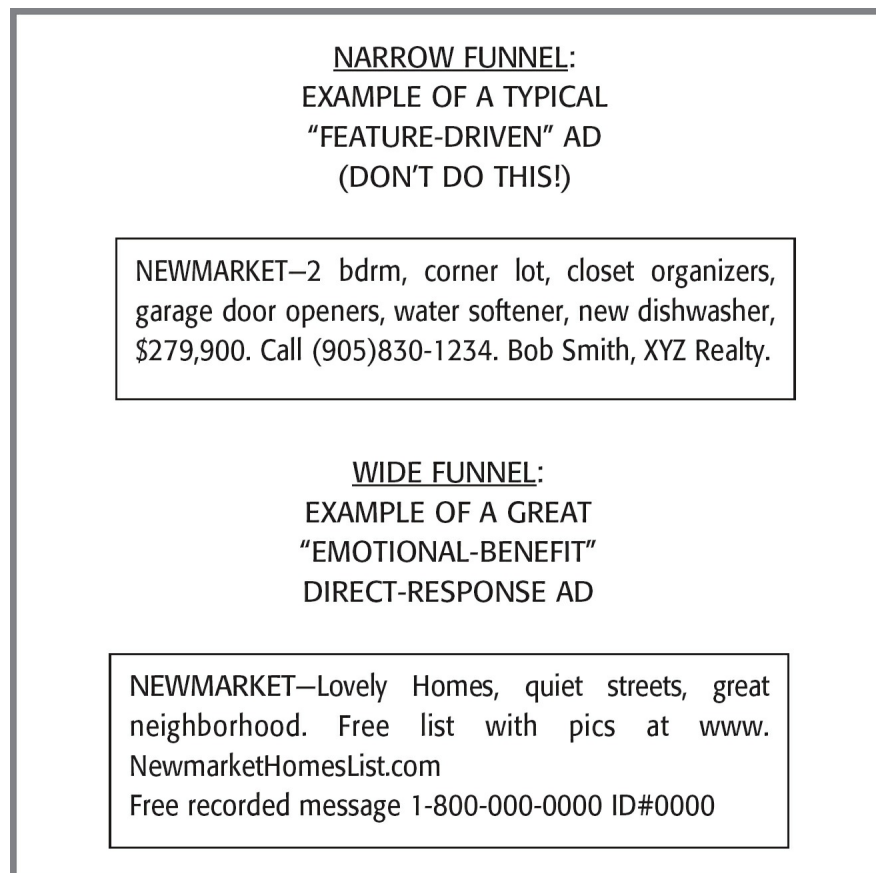
When you scan the classified section of almost any paper, you see that agents fill their ads with nonemotional property features: walk-in closets, new roof, central vacuum, etc., instead of using words that actually strike an emotional chord with buyers.

Let’s take a look at two ad examples in [Figure 16.3](#) on page 198, which describe the exact same property. I think you’ll agree that the property ad on the top is very typical of the kind of ads most agents run.

Staying for a moment with this typical agent ad on the top, let’s talk about the process of elimination. Agents inadvertently penalize themselves by adding eliminating words to their ads that actually cause prospects NOT to respond. For example, the ad on the top advertises that the house is a two-bedroom, and there are many great prospects who will immediately eliminate this house as they feel it’s too small. The same thing applies to “corner lot.” Some prospects like a corner lot, but some don’t. The ones who don’t will

eliminate the ad. Elimination means they won't call the agent, which means the agent never gets a chance to tell them about different listings they would be interested in and thus they never have a chance to convert the buyer to a client. So as you can see, by focusing on the specific, unemotional features of a property, agents vastly limit the number of good prospects who will respond to their ad.

FIGURE 16.3



Breakthrough #4: Instead of Advertising What You “Have,” Call Out to Your Prospects by Advertising What They “Want”

Let's look at the ad on the bottom to help you understand the big innovation I

brought to this industry. I've helped agents make more money by NOT advertising their listings.

My method stops agents from advertising “what they have”—i.e., their listings. What I've taught agents to do instead is to craft ads that call out to who they most want to attract. With this strategy, I teach agents to write ads that focus on who they want to attract instead of trying to sell the listing they have.

The fact is that agents are not enslaved to only sell their own listings. They can sell a buyer anything on MLS. So, instead of focusing their advertising on offering prospects only what they “have”—i.e., their listings—I've taught agents to offer what it is that prospects “want,” and there's no rule that says the properties they offer have to be their own listings. More than anything else, what today's real estate consumers want is variety, choice, great deals, and hard-to-find properties, AND they want accessing this information to be easy and nonthreatening. So I teach agents to give them exactly that. After all, it's very difficult to eliminate an entire list of homes.

Breakthrough #5: People Do NOT Want to Be Sold

Another very important thing I want you to notice about the ad on the bottom is that the call to action does NOT direct prospects to call “me.” I teach agents to provide prospects a nonthreatening way to get the information they offer by driving prospects to a website and/or toll-free recorded hotline, both of which offer prospects the information they want in exchange for their contact info. I call these my automated robots because they automatically handle all prospect inquiries for me. The result? Now I have good-quality leads to follow up with because the very nature of the information I offer (such as a list of homes) is only of interest to real prospects.

Most businesses have an opportunity to use this very same strategy—and it can change everything.

There are several important advantages to driving prospect inquiries to automated robots, such as a hotline or a website. From a marketing perspective, it has been proved that three times as many prospects will respond if they don't have to speak with a salesperson to get the information

they're after. Why? Because people do NOT want to be sold. If you make a great offer but tell people they have to call a salesperson directly to get it, you'll significantly lower your response. Also, these robots give you the important ability to scientifically track every ad you run.

In addition to these marketing advantages, there's a huge lifestyle advantage to driving prospects to a website and/or hotline—one that will change your whole way of doing business. You see, with this strategy, the prospect is not actually calling the agent directly. Instead, they're calling to get the information offered in the ad, so prospects are not even expecting a call back from the agent. It is important that agents follow up with prospects so they can convert inquiries into a face-to-face appointment, but now—instead of the agent being interrupted with prospect inquiries 24/7—they simply call the prospect back when it's convenient for them.

Breakthrough #6: Replace Your Property (Product) Ads with My Wide-Funnel Ads that Offer Lists of Homes Your Prospects Cannot Eliminate

Imagine generating so much business that you can effectively raise the bar and ONLY work with the most sincere, most motivated, most ready-to-act prospects. Prospects that will work with you and not fight you. Using the simple, inexpensive little ads I developed, my students have been able to do exactly this. By using my ads to generate dozens of qualified leads week in and week out, they now have the luxury of choice and can pick and choose who they want to work with. They can set *their* own rules of engagement and do business on their terms.

Breakthrough #7: Increase Demand by Creating Competition and Urgency

Another innovation I'm known for is my reinvention of the traditional open house. The Old School approach has the agent open a home for three to four

hours on Saturday and Sunday afternoons hoping and praying that a buyer will walk in the door and say, “WOW this is the home of my dreams”—and then buy it. I’m not saying that this never happens, but it’s a very low probability game (less than 1% of homes are ever sold in this way). In fact, if it happens, the agent just got rewarded for bad behavior and may be convinced to continue with this inefficient approach.

Early in my career I wasted many weekends doing this exact thing. Sitting alone in a stranger’s home does give one plenty of time to think, and what I sat and thought about was the same thing all entrepreneurs think about in times of crisis: i.e., “There must be a better way.” So on one of those Sunday afternoons all those years ago as I sat at an open house, I was thinking about something my father had recently shared with me. My father has many rental properties and one night at dinner he shared his frustration of agreeing to meet with a prospective tenant, only to be stood up. Sick and tired of all the time he wasted on these no-shows, he finally said “no more” and changed his approach. Instead of meeting tenants individually, he decided to force all of the tenants to meet him at the rental property at the exact same time. Under this new scenario, he no longer cared if some of the prospects didn’t show. As an added bonus, the many that did show were now competing for the one and only rental opportunity. My dad no longer had to sell the virtues of the rental property because tenants were literally throwing their deposits on the table.

I got to thinking that this same strategy just might work for me. So the next weekend, instead of opening one home, I decided to open six of my listings on the same afternoon and the “Craig Proctor Sunday Tour of Homes” was born. I purposely forced all of the buyers to each home at the same time. Each home was open for exactly 10 minutes with 15 minutes of travel time between homes. So the first home was open from 1:00 to 1:10 P.M., the next home from 1:25 to 1:35, etc. I was able to conduct the entire event on my own because I could get from house to house in 15 minutes. Halfway through my very first Tour of Homes, I knew this was a game-changer. Not only did many buyers show up at each home, but each buyer saw other buyers who also appeared interested and an “auction effect” was created. No more selling. My properties sold for more money in less time, buyers loved it, and for the next 18 years I never conducted a traditional open house again.

Breakthrough #8: Always Find Innovative Ways to Get Prospects Hunting You Rather Than You Chasing Them

Much of my success is the result of challenging and vastly improving on the traditional way things were done in my industry. This became a way of thinking for me, and I want to share three more examples with you.

The Reverse Offer

This strategy helps agents get their seller's home sold in a buyer's market. Traditionally, buyers view many listings before making an offer on a home. What that means, of course, is that only one seller is going to get the offer. This is a very passive approach and one in which the seller's odds of being the loser are much higher than their odds of winning. As a Plan B, what I teach agents to do is make a reverse offer, and here's how it works. When we list a property, we have the seller sign a purchase and sale agreement, complete with a good price, flexible terms, and a cover letter (which we call a Love Letter) from the seller. The Love Letter describes why the home is right for the buyers—the schools, the community, the church, and the neighbors—all positive. This offer is then packaged, and when a prospective buyer previews the home and is not forthcoming with an offer within 48 hours, my seller makes a reverse offer to the buyer. The offer gets sent over to the buyer's agent and presented as any offer would with a 48-hour expiration.

The worst-case scenario is that the buyer says no thanks, but often what happens is that the buyer says, "Well, I would buy the property at 'x'" The seller now knows the buyer's "x" and can respond accordingly. In essence, the buyer's counteroffer. You would be amazed at the number of buyers who are on the fence regarding one house or another. The problem is that they have the universe to choose from due to the high levels of homes for sale. A little nudge or "reverse offer" from the seller can often help them see through the overwhelming supply and develop a top-of-mind awareness of the seller's home.

Paying the Long-Distance Bill

As you can imagine, I sold a lot of real estate in my marketplace, a bedroom community called Newmarket, 30 minutes north of Toronto, Ontario. I wanted to find a way to give back to my community while at the same time promoting myself. Traditionally, agents have done this by handing out notepads, pumpkin seeds, or calendars with their name on them. Most of this stuff ends up at the bottom of a drawer or in the garbage—another waste of an agent's money. I decided to do something different. At the time, a disadvantage of living in Newmarket was that residents had to dial long distance to call Toronto, something the average resident had to do a lot at great expense (this was before all the cheap, North Americanwide long-distance plans). So I promoted a special toll-free line (939-FREE) that enabled residents to call Toronto for free after listening to a ten-second message from me (I recorded several messages promoting my USPs, which rotated). This simple idea not only created massive good will and awareness, but it also generated huge PR for me, both locally and nationally (I was featured in national newspapers and on national TV news shows like *CBC Venture*).

Over-the-Phone Homeseller Seminar

Traditionally, agents conduct buyer and seller seminars at their offices or at a local hotel as a way of selling to many prospects at the same time. But remember Breakthrough #5—People Do NOT Want to be Sold. What I did instead was offer an over-the-phone homeseller seminar as an easy and nonthreatening way to get my prospects to raise their hands. My ad for the over-the-phone seminar was designed to look like a public service announcement, and I asked a real estate lawyer and mortgage broker to join me to host the call. While callers were not asked to identify themselves in order to participate, each of the panelists offered a free report with valuable information that the most qualified-seller prospects would crave. Of course, in order for prospects to receive these reports, they had to leave their contact information providing me a great lead to follow up with.

Real estate done the traditional way is frequently difficult, unprofitable, and unrewarding for agents. No wonder 82% don't make it to their fifth

anniversary and why there's such burn and churn in the industry. Agents who learn my system have an entirely different experience. They make much more money in far less time, giving them more freedom to do the things they really want to do.

If you are a real estate agent or broker and my innovative approach to this business intrigues you, there are many easy entry points to my system which you'll see when you visit www.NoBSRealEstateMarketing.com. Two of the simplest, no-brainer ways to get involved are to either request a Free One-on-One Business Consultation or to attend a Free Craig Proctor Discovery Day, both of which you can access by visiting the domain above. Or simply call my office at (800) 538-1034. If you can copy, you can succeed. My system has been responsible for the biggest success stories in the industry, with thousands of my members earning high six- and seven-figure incomes as a result of what they've learned from me. These are the top agents in the country. You could be next.

If you are not a real estate agent, I hope you'll think about my experiences and breakthroughs as a fill-in-the-blank challenge for your business. Push yourself to find an application of each of my eight breakthroughs. Just as I figured these out for myself to radically reinvent the real estate business, you can for your business, too.



Known within the industry as the King of Lead Generation, Craig Proctor (the top agent for RE/MAX® Worldwide for several years) not only sold over \$1 billion of real estate himself in his 20-plus-year career, but he's also coached more agents to millionaire status than any other coach or trainer. While the cornerstone of Craig's system is lead generation using his famous "Reverse Prospecting," Craig's is a comprehensive system, which also includes highly effective scripts, conversion, and presentation systems to empower agents to follow their leads through to maximum profit. By openly sharing his step-by-step approach, Craig Proctor has trained over 30,000 agents worldwide on how to create a business that serves their lives, providing them more money, more time, and more freedom.

CHAPTER 17



An Optometrist Who Achieved Unexpected Success with Direct-Response Marketing

By Nick Loise, GKIC

We frequently hear success stories of how our members have implemented our strategies and how they significantly contributed to the member's prosperity. Conor Heaney is one of those "overachievers." I had the distinct pleasure of interviewing Conor in 2016 and learned a great deal about Jones and Co., his unique optometry business based in the UK.

Conor has been a member of GKIC for about eight years; during that time and to the present, he continuously executes ideas that are radically different from the norm of his industry—as a result, he experiences grand success. He

shared with me some of his “ah-ha” moments in his journey to improve his business model to provide what his target customers want.

Early on, one of the first things Conor learned from GKIC was the necessity for developing a clear business “USP”—a Unique Selling Proposition—that answers Dan Kennedy’s question “why should I choose your business over every other option available, including the option of doing nothing?”

This question really intrigued Conor, and he spent hours pondering the significance of the answer to that question: Why should the customer choose ME? When you look at all the options available to people these days, you begin to think more like your customer and less like yourself, the business owner. He not only tried to answer this question independently, but he also went to the source. He asked his customers for testimonials. As he did this, it became evident why they chose his practice; they told him what was most important to them. Armed with this valuable knowledge, Conor was able to identify the marketing message that would resonate more deeply with his clients—and ultimately helped him refine his business to meet those needs, specific to his market.

He learned that the one thing they hated most was how difficult it is to choose glasses. They didn’t know their face shape or what glasses would best fit their face. They struggled with the scenario of liking glasses on other people, but when they tried the same frame, the glasses didn’t look right. They disliked spending a large amount of money on glasses that left them feeling ho-hum or even disliking what they purchased! Customers didn’t understand how to select a frame that accentuated their positive features and basically found the whole process painful.

That was precisely the information Conor needed for his business makeover.

Right away, he began thinking, “How can I reinvent this process to make it more appealing” and present his process as the solution to anybody who struggles finding glasses?

Now, before you say, “Well, that’s fine for an optometrist, but my business is different,” let’s be crystal clear on this point: Your business is not different. EVERYONE who has a business has customers who experience pain—be it physical pain, emotional pain, mental pain, or financial pain.

When creating my USP, I really tried to delve into the mind of my customer. I started asking my customers as well. Early on in the business, I asked them for testimonials. One of the surprising things that came back from requesting customer testimonials was they almost told you why they chose you, and they told you what was most important to them. That really helped me identify a marketing message that would resonate with my clients in my market. That was really how it started.

Be creative here. How can you take what Conor figured out and apply it to your customers? Yes, I said customers—not to your business. Be THEM. FEEL their frustration. Then BE their solution. This is true for any kind of business, large or small, B2B or B2C. Read on and watch what he did.

But first, as a fellow eyeglasses-wearer, I completely understood what Conor was saying; heck, even my wife with her laser-corrected, perfect-distance-vision eyes struggles with finding sunglasses to complement her features. Here is the very typical experience: You walk into the store. There are rows and rows of frames. You walk around and try on one frame after another until you find one you think you like. You pay for them. You leave, then come back to pick them up in a week . . . hoping you'll still like them with no regrets.

But Conor has refined this process to an art form. From his in-the-trenches research, he has learned to think like his customers. For them, the actual benefit of glasses is relatively easy to get; there are many frame shops that offer glasses to help people see well. Conor has learned that seeing better is secondary—nay, maybe even third on the list—to looking better and having a seamless experience. They don't want a hassle. They don't want inconvenience. They don't want to be treated like a number.

Conor realized that those things apply to any customer seeking any type of service or product. Now it was time for him to apply it to optometry. It really just comes down to how you make people feel. *That is the opportunity for everybody in every business.*

As Conor discovered—which I have personally experienced and described—most optical stores are basically self-serve. He realized that not only is this approach painful for the customer, but that pain rubs off on the

business owner. With this newfound understanding, he redesigned his shop. Now, when you walk into his store, there are no glasses in sight, no endless walls of different frames. Instead, it is a nice building, nice setting, and nice, friendly, well-educated staff. Customers book an appointment at Jones and Co. and come in to meet with an eyewear-styling consultant.

Conor removed the random, aimless search and refined it with information, clarity, and direction. The styling consultant guides a customer smoothly through the delicate process of choosing eyewear, showing them all the classy possible solutions, tailored to them individually.

It should be noted here that throughout the year, Conor and his entire team travel to eyewear tradeshow in places like Munich, Paris, and Milan in search of unusual and beautiful frames that clients won't see anywhere else except in their store. They go out of their way to locate niche eyewear made by smaller independent companies that have a real flair for design.

In fact, Conor initially thought that stocking unique frames was going to be his USP—unique products, unique frames. But only after getting into the minds of his clients did he realize that while they cared about the product, they cared MUCH MORE about the process—his No. 1 priority was to alleviate the difficulty of choosing glasses. Fortunately, Conor learned to adjust and adapt quickly to the wants and needs of his market. By attending these tradeshow, the Jones and Co. staff is then able to offer unique, cutting-edge, latest, greatest frames to their customers.

Don't miss a key takeaway point here: Conor takes the whole team to these conferences. This creates unbelievable buy-in, knowledge, and respect for and from the entire team.

When Conor first started the scheduling of appointments instead of the frames-on-a-wall approach, he found his team was better able to deliver a much higher level of service. Suddenly, they were in control of the process. They were able to build in choreography to how the whole experience worked. They were able to build in things to the practice that would WOW the customer: one-on-one attention, state-of-the art selection, specific guidance for frame style and fit, hassle-free, convenient. For Conor, it was all about taking control and knowing that when he was in command of the process, he could design a method that would be better for the client—and thus, ultimately, better for his business.

Some who read this will challenge the concept of price here. But what

about the bargain, lowest-price shoppers who want to Google-search the frame and find it at a lower price? Conor experienced that early on as well. He initially had the walls and walls of unique frames and had people trying to price shop his store against others and the online options. He discovered that since the product is often the same from store to store, by setting his store apart from the others, he would see the benefit. People will pay for the positive experience. He knows of stores that carry some of the same frames as he does, but that doesn't impact his business because he has developed a way to control the process of buying exclusive eyewear fit just for you by specialists.

Consider a Book

Another thing that we at GKIC strongly advocate to our members is to publish a book on a topic in their field of expertise. This establishes them as authorities, earns market respect, enhances their credibility and their business model, and helps establish them as a trusted advisor in their field or niche. Conor did just that and published *The Definitive Guide to Choosing Glasses That Make You Look Good*. He had entertained the idea for years but was finally moved to action after seeing fellow GKIC members do it.

If you go to his website, www.jonesand.co, the offer is a free book, *The Definitive Guide to Choosing Glasses That Make You Look Good*. As we said earlier, customer ease is key to making a sale. If you go to the Jones and Co.'s website and put in your email address, you get a digital copy of the book immediately. How easy is that?!? Conor credits his book with the boost to his sales. It increases conversion rates because clients come into the store with a better understanding of what to expect and what questions to ask. After requesting the free book and reading it, they schedule an appointment and come in to a practice that is unlike any other optician they've ever visited before. Rather than coming in cold and not knowing what to expect, the book has prepared them for the experience. Conor's book has already done a lot of the early heavy-lifting in the sales process—which naturally makes the sales process a lot easier.

Maybe you feel the way Conor felt a few years ago—believing that

writing a book is daunting and overwhelming. The first step is to take the first step. As part of his preparation to author his own book, Conor looked at examples that fellow GKIC members had written, then made a brief outline of the main points he knew he needed to touch on. He figured there were going to be six to seven chapters focusing on the common mistakes that people make when buying eyewear. Based on his experiences selling eyewear, he knew the top issues and decided that each was going to become a chapter.

Conor wrote down the common questions that people would come into the store and ask. Then it was just a matter of expanding on the main topic with specifics. Conor's book isn't huge—maybe 70 pages, with some chapters only three to four pages long. He used testimonials to back up what he was saying and supported his content with images and client pictures. He admits to dragging his heels at different times of the book-writing process, but today, he wholeheartedly acknowledges the huge value the book has brought to his business, and he's the first in line to encourage other business owners to do so, as well.

So successful are his methods, Conor was invited to write a chapter of Dan Kennedy's *No B.S. Marketing to the Affluent, Second Edition*, book.

It all started by implementing the strategies from Dan's first edition of that book. Essentially, Conor turned around a ten-year-old practice that he bought in 2009. The business had been struggling, had numerous loans, and had even gone bankrupt at one point under four different owners. Inspired by ideas and strategies to take the business and reposition it at the higher end of the market to attract affluent clients, to build in all the things he had learned about—sales choreography, sales process, establishing trust and expertise—Conor undertook the job of redesigning that flailing business.

As a result, the business has more than doubled. Perhaps the most significant thing that Conor gleaned from Dan's teaching about marketing to the affluent was being aware that it isn't a question of if the customers will buy. It isn't a question of if they will buy at this price. The real question is, will they buy it at this price if we present it in this way, if we present it in this environment, if this person who has been trained presents it, if it is presented with this marketing and this message and this positioning? The key takeaway for Conor, as it applied to his business, was that you can name your price if you follow up and say to yourself: "Now what do I need to do so that people

will buy it at this price point?” Work backward from there and design everything to set up the sale at the much higher price point.

Beyond the Traditional Business

It was at his first GKIC Info-SUMMIT in 2014 that Conor experienced clarity about how he could take his business a step further and turn his type of business into an information-marketing business.

“I think the fundamental thing has to be,” says Conor, “if you apply what you learn at GKIC in your main business, you can almost not help but have a successful, thriving business with a uniqueness about it, and then you have something of value that, if you can put it into a format where it is easy to share with others, then the info-marketing opportunity is there.”

Consequently, Conor has developed an academy specifically for opticians. You can check it out at www.opticalsuccessacademy.co.uk, a place for optical entrepreneurs. Much like what we are doing for all entrepreneurs, growing a GKIC tribe for entrepreneurs to come together and have support and guidance, Conor is doing it specifically for opticians. He has been working with 45 independent opticians in the UK to help them grow their businesses—and he readily attributes the skills and knowledge he has gained from GKIC to his success in helping others grow their businesses.

And why did they need help? While his business was thriving due to the implementation of new, creative GKIC strategies, large, corporate companies were squeezing other independent opticians out of the market. Conor wanted to help the independent opticians like him—GKIC’s Info-SUMMIT inspired him to take his business further. With his own business on solid ground, and a great team to support it, he felt confident to share his successes, failures, wisdom, and experience with his industry peers—and so was born the Optical Success Academy, a coaching organization for independent opticians. When I last spoke to Conor, he was planning on expanding his academy to opticians in the U.S., too.

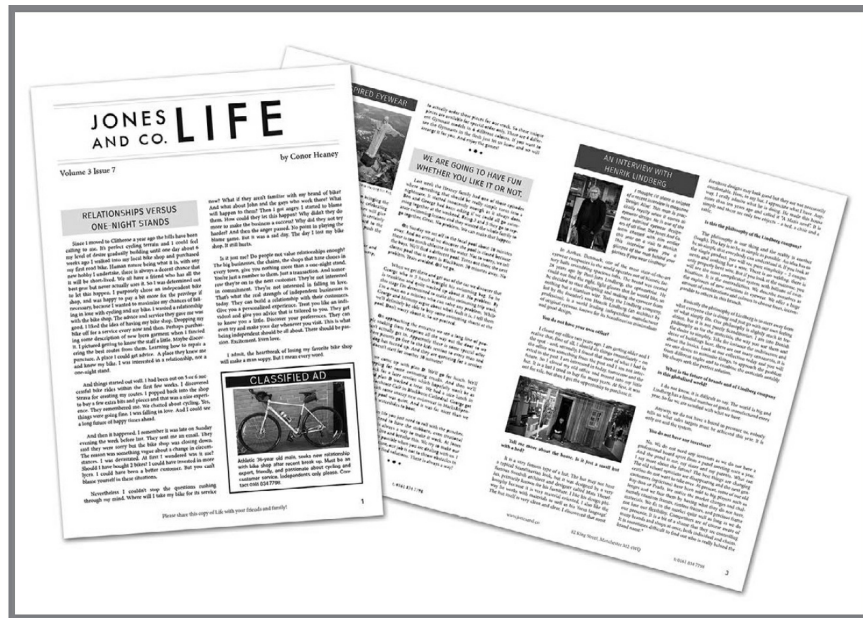
Relationship Strategy

At GKIC, we're all about building positive relationships with clients. One of the best ways to do this is through a newsletter. Conor has not only experienced great success through his newsletter, but he encourages other opticians in his academy to do their own as well. He has found that they, like many other business owners, often think a newsletter is an unnecessary expense. However, based on his personal experience, knows that this way of thinking leads to huge missed opportunities. For him, a newsletter is a great way to be in the customer's mind at least once a month. He writes his newsletter personally, each month, and is proud of the fact that it contains a lot of his personality. He conveys his values through the newsletter and keeps the connection (from the initial sale) going.

In his newsletter, Conor regularly collaborates with other businesses, recommending new restaurants that have opened up in the city or promoting upcoming events that his customers might be interested in (see [Figure 17.1](#)). Often, he shares information that has nothing to do with buying a pair of glasses, but that is part of the trust-building process. He keeps the dialog open and keeps his business in the forefront of people's minds. Sending a simple newsletter once a month is an easy way to secure lifetime relationships with customers by investing in them, regardless of where they are in the buying cycle.

Conor's story is not much different than many of the GKIC members I've come to know. Entrepreneurs who open or purchase a business, and after much blood, sweat, and tears, find they are no closer to the success they had planned to enjoy. But once they are introduced to GKIC and embrace its proven, direct-response marketing model, they experience exponential growth and success—and never look back.

FIGURE 17.1



If you'd like to hear my full interview with Conor Heaney, please call us at GKIC (800) 871-0147 to speak with a business consultant who will gladly send you access to the audio recording on our members-only site. We also publish a *Marketing to the Affluent Letter* that you might be interested in.

CHAPTER 18



My Pink Lawyer's Road to Success Is Paved in Pink

By Nick Loise

From her Northeast Florida office inside the building she bought, decorated exactly the way she wants, complete with a pink couch in the waiting room, Kristen Marks talks about her journey to zero debt, a comfortable lifestyle she loves, and making more money with more time off than ever before.

If you ask, Kristen will tell you the road to her success as an attorney took many curves and the victory was made using GKIC skills, knowledge, and education. Kristen opened her practice in 2008 as a premier law firm that caters to discerning women and their families for estate planning, probate, and guardianship needs.

Just another lawyer, you might say. Nooooo, we reply—far, far from it. You’ll recognize that the minute you walk in the door and have a seat on the pink couch.

Kristen had been working as a lawyer for seven years when in 2002 she quit her job to become a Mary Kay Director. This was a step out of her comfort zone in a big way, but she felt she had to do it in order to grow. She had not felt challenged in her job for a while and knew that dramatic change was the only way she was going to evolve.

As a successful Mary Kay Director, Kristen earned four free cars—yes, including the pink Cadillac. But more importantly, she credits her success to the saying “If you keep doing the same thing, you’re going to be in the same place 20 years from now.” It was that thought that initially brought her into Mary Kay and would become her mantra for all future business endeavors.

Despite all the accolades and pink cars, Kristen found she was working harder and harder, evenings and weekends, and the net profits weren’t what she had hoped they would be. It was at this point that Kristen decided to go back into law and opened her practice, My Pink Lawyer. The clever name was originally a placeholder because of her connection to Mary Kay, but it stuck.

Kristen had attained a celebrity-type status within Mary Kay because of her boldness to leave lawyering to build her direct sales business. People knew her history and respected it. Although she named her business My Pink Lawyer, she had always intended to change it later on, but when people would approach her in the grocery store and ask if she was the “My Pink Lawyer lady,” she knew she was on to something that she shouldn’t alter.

Her practice has grown yearly. However, it was in 2015 when she discovered GKIC and that things really took off. According to Kristen, “I just started reading every *No B.S.* book I could get my hands on and started implementing,” often, she admits, even when she didn’t entirely know what she was doing. Based on GKIC principles, Kristen revamped her website, hired a second assistant, and started getting more consistent with sending her email newsletters.

Action = Results

In 2016, Kristen attended her first GKIC SuperConference, the annual international, direct-response marketing event for small-business owners, and began thinking even more out of the box. Immediately upon returning home, Kristen began mailing Shock-and-Awe packages, started a print newsletter, and wrote her first book. Through all these big and little changes, Kristen's practice grew 52% in 2016—enough to warrant adding a second attorney.

Kristen again attended GKIC's SuperConference in 2017 and came back to her business fired up with even more valuable ideas. She started adding a live-streaming "TV show," turning her training into evergreen webinars, ramping up videos on her website (www.mypinklawyer.com) and writing the second book to use as a business card to other professionals for referral purposes. And she finished 2017 with 70% growth. Not bad, Kristen—not bad at all.

While these are some pretty impressive growth numbers for the last two years, Kristen is not resting on her laurels. She is committed to continuing to grow, learn, and improve her business. The number-one challenge Kristen has overcome, with the assistance of GKIC, is learning to leverage everything she does to maximize her marketing power. This skill has helped her scale her business up and make better use of her time. Today, if Kristen does a live event, she records it, and it becomes a video that she can post online. When she has that same video transcribed, it can then become a chapter in a book or used in blog posts or audio programs.

Another significant challenge Kristen is working to overcome is dedicating specific and uninterrupted time exclusively for marketing. She now has set "Marketing Mondays" for herself—time away from the office to allow her to focus solely on improving and enhancing the marketing of her business. She works Tuesdays in the office preparing for clients. Wednesday through Friday are reserved for back-to-back client appointments. Her goal is to ultimately scale back to seeing clients only two days a week so she can implement more marketing.

While Kristen admits she is a perfectionist at heart, she has also realized that sometimes it is more important to just get something out there. "You've got to at least start doing something," she says, reiterating the critical lesson she's learned from GKIC. She strives more for getting materials out the door and then making changes and adjustments as the campaign goes along. At GKIC, we often caution against paralysis by analysis, wanting something to

be perfect but, in the process, losing the window to take action. By dedicating at least one full day a week to her marketing, Kristen is giving herself the time and space to be creative, yet recognizing the value of “good enough is good enough.”

Call to Action—Always!

When it comes to marketing, Kristen identifies that every marketing piece must have a call to action. This means every blog post, every mailing, every email—everything has got to have a call to action. For example, with her book (see [Figure 18.1](#) on page 223), *Wise Women Protect Their Assets: Essential Estate Planning Guide for Smart Women*, she realized not only was she giving the book to people who already have her contact information, but they very likely might share her book with others who did not. Kristen had bookmarks printed and an intro on the very first page that says, “Hey! Register this book online to get free additional bonuses.” See [Figure 18.2](#) on page 224. Driven to a landing page, people put in their contact information so Kristen can continue to market to them, and they receive bonuses they wouldn’t have received otherwise.

FIGURE 18.1



FIGURE 18.2

WILLS-TRUSTS-ESTATES-GUARDIANSHIPS



Kristen Marks, Esq.
850.439.1191

www.*My Pink Lawyer*.com

Register this book today to receive your
FREE BONUS CONTENT.

www.RegisterMyBook.com

Another big lesson for Kristen has been about pricing. She, like many other business owners, had a fear of raising her prices. She started by charging a consultation fee, whereas her competition offers a free initial consultation. Calling them “reservation fees” to hold client appointments, she found while it turned some people off, for the most part, she hasn’t noticed any significant drop-off. As a bonus, this approach often guarantees clients will show up for a scheduled appointment—it’s a strategy that can give you a better chance to demonstrate why they should choose your product over someone else’s.

Kristen has discovered that the people who are turned off by her marketing wouldn’t be good clients for her anyway. It goes back to the GKIC foundational concept that the more hoops people have to jump through before they get to you, the more likely they are to hire you. They are primed to be your client. Adding the fee for initial consultation has doubled Kristen’s closing rate.

Although she caters to women and families, helping them avoid government interference, time delays, high legal fees, and disputes down the road, Kristen is wise enough to not limit her legal services to women only. She has widowers, divorced men, and single guys who all seek out her counsel.

“If you’re man enough to go to somebody who calls herself My Pink Lawyer, then I’m woman enough to work with you,” she laughs.

Some other professionals in her town have given her grief for marketing to half the population, but Kristen doesn’t let that bother her, as they haven’t experienced the growth that her business has.

A final gem of wisdom that Kristen has gleaned from her GKIC membership is to “put systems in place.” Having different systems in place for how clients go through estate planning, probate, guardianship, etc., keeps Kristen organized—and her clients appreciate it. Using systems also streamlines the training of new employees and allows her business to run on “auto-pilot” when she is away.

So, what’s next for Kristen Marks, My Pink Lawyer? Her ultimate goal: “I’d like to have the My Pink Lawyer brand expand across the entire U.S. When you think My Pink Lawyer, every woman thinks: ‘Oh my gosh, I have this legal problem; I’m going to call My Pink Lawyer!’”

SECTION III



RESOURCES

A Special Invitation

Let's not make this the end of a book, read and shelved. Let's make it the start of an exciting conversion of your business to a DIRECT-MARKETING business, and your development as a Direct-Marketing Pro!

There is an entire portfolio of resources to assist you, all assembled at one place: GKIC.com. You will find FREE information, video sessions, and opt-in email training as well as the famous *No B.S. Marketing Letter* and other newsletters, a Trial Membership Offer, Fast Start Implementation Boot Camps held throughout the year, the annual Members' Convention, the Marketing SuperConference, and much more. Enter at:

GKIC.com/DMbook



Direct-Marketing Businesses to Study

Retail

Gardner's Mattress & More

www.GardnersMattressAndMore.com

SunYourBuns

www.sunyourbuns.com

Iron Tribe Fitness

www.irontribefitness.com

Columbia Arts Academy

www.columbiaartsacademy.com

Optical Success Academy

www.opticalsuccessacademy.co.uk

Professional Practices

Ben Glass—Ben Glass Law

www.BenGlassLaw.com

Excellence In Orthodontics

www.ExcellenceInOrthodontics.org

Burleson Orthodontics

www.BurlesonOrthodontics.com, www.BurlesonSmiles.com

Kristen Marks

www.mypinklawyer.com

Sales Professionals

Craig Proctor

www.NoBSRealEstateMarketing.com

Gordon Quinton

www.SepticInsurance.com, www.PavingInsurance.com

B2B

Robin Robins

www.technologymarketingtoolkit.com

Miscellaneous

John DuCane

www.DragonDoor.com

Darin Spindler

www.KidsBowlFree.com

High Point University

www.highpoint.edu



About the Author

DAN S. KENNEDY is a multimillionaire-from-scratch, serial entrepreneur, and active investor; celebrated author, speaker, and entrepreneurs' coach; marketing strategy consultant; one of the highest-paid direct-response advertising copywriters in the world; and a content contributor to seven paid subscription monthly newsletters and the audio, video, digital courses of GKIC.com. Of necessity, and by fascination, he is a militant time and access manager absolutely committed to personal and professional autonomy. By this, he is a hero to many, a puzzle to many more, and a resented irritant to many, many more. He lives in Ohio and Virginia with his second and third wife (one in the same) and their Million Dollar Dog, and as a racehorse stable owner, he works for oats and veterinarians' bills.

As a speaker, he has repeatedly shared the stage with world leaders, including Lady Margaret Thatcher, four former U.S. Presidents, General Norman Schwarzkopf and General Colin Powell; with celebrity entrepreneurs, including Ben & Jerry, Debbi Fields, Kathy Ireland, Ivanka Trump, (President) Donald Trump, George Foreman, Joan Rivers, and Gene

Simmons (KISS); with leading business and success speakers, including Brian Tracy, Tom Hopkins, Jim Rohn, Zig Ziglar, Tony Robbins; and countless authors, Hollywood celebrities, and champion athletes. Although on a much-reduced schedule, Dan is available for interesting speaking engagements.

As an author, his books have earned recognition on the *Inc.* magazine 100 Best Business Books List, *BusinessWeek* Bestseller List, Amazon Bestseller Lists, and in countless trade and professional journals. He has never been absent from booksellers' shelves for even a day in 36 years. His books have been translated in a dozen languages and published in more than 20 countries. In addition to his more than 20 business books, he is the second-chair co-author with Les Roberts of two mystery novels, *Win, Place or Die* (set in the world of harness racing) and *Speaking of Murder* (set in the world of motivational speaking). Rich Karlgaard, *Forbes'* publisher, even favorably compared Dan's writing in his No B.S. books to that of famed novelist Thomas Wolfe! The *No B.S. Marketing Letter* that Dan created and contributes to is the most widely read subscription newsletter focused on direct marketing for non-direct-marketing businesses. He is a Member of Advantage Publishing's Author Hall of Fame and the National Academy of Bestselling Authors, and has been an Entrepreneur Press (*Entrepreneur* magazine) author since 2003.

As a consultant, he prides himself on the kind of control espoused in this book; 90% of all clients travel to meet with him; he does not travel to them. Most are scheduled for one call per month, 12 months ahead. He does not permit communication by email, tweet, or text. He works in a pugnaciously protected, interruption-free environment, and is able to generate a prodigious amount of work for his clients and output as an author because of these policies. He has had many clients—from startups or small businesses to large enterprises, all the way to tens of millions and \$1.6 billion a year—with him for 10, 20, even 35 years. *Nothing* presented in this book is theoretical—it is all used in “the real world where they eat their young every day,” on the business battlefield by Dan and by many other courageous entrepreneurs following his unconventional lead on these matters.

As an advertising/marketing copywriter, he has developed ads, sales letters, TV infomercials, and online media for thousands of clients, including more than 100 “million-dollar sales letters”—each generating \$1 million or

much more. He has been integrally involved with TV infomercials exceeding \$500 million in combined revenue, and with online product-launch campaigns and video sales letters often generating \$250,000.00 to \$1 million in a matter of hours, and having generated over \$100 million total. His famous-name corporate clients have included Weight Watchers International, Trimspa, Miracle Ear, Guthy-Renker Corporation's Proactiv, Mass Mutual Insurance, and many others, but he prefers working with individual entrepreneurs or organized groups of niche business owners or professionals—which include chiropractors, dentists, and orthodontists; financial advisors; varied sales professionals; and his own field, information marketers. He holds the Copywriter of the Year Award from American Writers & Artists.

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Other Books by the Author

In the No B.S. series, published by Entrepreneur Press

No B.S. Guide to Maximum Referrals & Customer Retention with Shaun Buck

No B.S. Guide to Direct-Response Social Media Marketing with Kim Walsh Phillips

No B.S. Guide to Brand-Building by Direct Response

No B.S. Guide to Trust-Based Marketing with Matt Zagula

No B.S. Guide to Marketing to Boomers & Seniors with Chip Kessler

No B.S. Price Strategy with Jason Marrs

No B.S. Ruthless Management of People & Profits, 2nd Edition

No B.S. Grassroots Marketing with Jeff Slutsky

No B.S. Business Success in the New Economy

No B.S. Sales Success in the New Economy

No B.S. Wealth Attraction in the New Economy

No B.S. Time Management for Entrepreneurs, 3rd Edition

No B.S. Guide to Powerful Presentations with Dustin Mathews

Other Books

Speak to Sell (Advantage)

Make 'Em Laugh & Take Their Money (GKIC/Morgan-James)

The Ultimate Sales Letter—4th Edition/20th Anniversary Edition (Adams Media)

The Ultimate Marketing Plan—4th Edition/20th Anniversary Edition (Adams Media)

Making Them Believe: 21 Lost Secrets of Dr. Brinkley Marketing with Chip Kessler (GKIC/Morgan-James)

My Unfinished Business/Autobiographical Essays (Advantage)

The NEW Psycho-Cybernetics with Maxwell Maltz, M.D., F.I.C.S. (Prentice-Hall)



Index

A

accountability, [13](#), [38–43](#)

advertising

brand-building and, [43–52](#)

clarity in, [30–35](#)

copywriting, [65–72](#)

customer-focused, [68–69](#), [111–114](#), [193–200](#)

formatting ads, [74–81](#)

reasons for, [6](#)

traditional vs. direct-marketing, [xiv–xvi](#), [5](#), [178–180](#), [190–193](#), [195](#), [205](#)

urgency of response in, [22–28](#), [201–202](#)

USP messaging in, [140](#), [193–196](#), [208–212](#)

advertorials, [74](#), [75](#), [78](#)

affluent consumers, [132–135](#)

almost persuaded market, [23](#)

anxiety, [31–32](#)

auctions, [25](#)

authoring books, [212–214](#), [221](#)

auto-reponder emails, [160](#), [163](#)

B

back-end direct marketing tools, [106–107](#)
big company agenda, [6](#)
book publishing, [212–214](#), [221](#)
boomers, [132–135](#)
brand-building, [43–52](#)
Brinkley, J. R., [60–61](#)
Buffett, Warren, [15](#)

C

calls to action, [141](#), [199](#), [222–224](#). *See also* [directions, clear](#)
Cesari, Rick, [49](#)
compelling offers, [12](#), [182–183](#), [196–198](#)
competition, differentiating from, [140](#), [193–196](#), [208–212](#), [224–225](#)
consumer knowledge, presumption of, [30–35](#)
conversion strategies, [144–147](#)
copywriting, [65–72](#)
customer acquisition tools, [106](#)
customer retention tools, [106–107](#)
customer-focused marketing, [68–69](#), [111–114](#), [193–200](#)

D

data mining, [116](#), [121–128](#)
deadlines in offers, [24](#), [60](#). *See also* [urgency of response](#)
demand, [201–202](#)
desire, burning, [100–101](#)
differentiation strategies, [140](#), [193–196](#), [208–212](#), [224–225](#)
digital direct-response marketing, [137–138](#). *See also* [websites, direct-response](#)
direct purchase offers, [15–17](#)
directions, clear, [30–35](#). *See also* [calls to action](#)
direct-marketing businesses, [4](#)
direct-marketing rules, [xviii–xix](#), [9–10](#)
direct-marketing tools, [102–103](#), [106–107](#)
direct-response advertising
 brand or image ads vs., [46–48](#), [111](#), [119](#)
 formatting ads, [74–81](#)
 lead-generation ads, [46–48](#)
 offers in, [12–22](#)
 testing, [84–89](#)
 USP messaging in, [193–196](#)
direct-response digital
 marketing, [137–138](#). *See also* [websites, direct-response](#)
direct-response postcards, [130–132](#)
direct-response websites. *See* [websites, direct-response](#)

discipline, [13–15](#), [101–106](#)
dissatisfaction, consumer, [33](#)
distractions to your marketing, [105–106](#)

E

email capture, [147](#)
email capture systems, [147](#)
emotional-benefit ads, [198](#)
E-Myth (Gerber), [14](#)
engagement, [148](#)
exclusive offers, [25–28](#)
expert status, [174](#), [212](#)

F

facts vs. fads, [7](#)
failed marketing strategies, [xiii–xv](#). *See also* [traditional vs. direct-marketing](#)
feature-driven advertising, [196–198](#)
final notices, [60–61](#)
follow-up, [54–59](#), [148](#), [186–188](#)
follow-up campaigns, [59–62](#)
formatting ads, [74–81](#)
free information offers, [19–20](#)
front-end direct-marketing tools, [106](#)
funeral home advertising, [20](#)
funnels, [157–171](#)
 about, [157–159](#)
 benefits, [158](#)
 building, [162–171](#)
 how they work, [159–161](#)
 narrow-funnel ads, [198](#)
 product-based, [162–163](#)
 wide-funnel ads, [198–199](#), [200–201](#)

G

geographic area exclusivity, [26](#)
GKIC, [xix](#), [44](#)
Glass, Ben, [xix](#), [188](#)

H

halo effect, [27](#)
headline pages, [164–166](#)
headlines, [68–70](#), [139–140](#), [150](#)
Heaney, Conor, [207–217](#)
high-threshold offers, [18–22](#)
holes in the bucket, [56–59](#)

homepages, [74–75](#)

How to Win Friends and Influence People (Carnegie), [129–130](#)

hybrid approach to offers, [20–22](#)

I

ideal customers, [157–158](#), [180–188](#)

image advertising, [190–191](#), [193](#)

in-bound call scripts, [106](#)

information, free, [19–20](#)

information marketing, [214–215](#)

information-first marketing, [118–119](#)

instructions, clear, [30–35](#). *See also* [calls to action](#)

K

keywords, [142–143](#)

knowledge, presuming consumer, [30–35](#)

L

Laws of Success (Hill), [14](#)

lead generation, [15–16](#), [17](#), [196–201](#)

lead magnets, [106](#), [143–144](#)

legal services marketing, [178–188](#)

 attracting ideal clients, [182–188](#)

 calls to action, [222–224](#)

 creating compelling offers, [182–183](#)

 differentiation strategies, [224–225](#)

 follow-up systems, [186–188](#)

 identifying ideal clients, [180–182](#)

 leveraging everything for results, [221–222](#)

 messaging, [183–184](#)

 moving parade of interest, [184–186](#)

 traditional vs. direct-marketing, [178–180](#)

letters, sales, [75](#)

limited supply, [24–25](#)

list building, [153–156](#)

low-threshold offers, [19–22](#)

M

magnetic marketing, [118–121](#), [179–180](#)

mail-order ad formats, [74–81](#)

management by objectives, [39](#)

marketing plans, [102](#)

marketing tools, [102–103](#), [106–107](#)

marketing-mind muscle, [104–105](#)

markets, [110–117](#)
Marks, Kristen, [219–221](#)
measuring results, [13](#), [38–43](#), [84–89](#), [103](#), [142](#). *See also* [testing](#)
media, [120–121](#)
message-market-media
 triangle, [109–121](#)
 about, [8](#), [109–110](#)
 markets in, [110–117](#)
 media in, [120–121](#)
 message in, [117–119](#)
message-to-market match, [119](#), [130–134](#)
messaging, [51–52](#), [117–121](#), [140](#), [183–184](#), [193–196](#), [208–212](#)
mobile-friendly websites, [140–141](#)
modeling marketing after others, [xii–xiv](#), [5–8](#)
money pyramid, [xiv–xv](#)
moving parade of interest, [184–186](#)

N

narrow-funnel ads, [198](#)
newsletters, [215–216](#), [221](#)
newspaper ads, [132–134](#)
non-direct marketing businesses, [3](#)

O

offers
 changing, [61–62](#)
 compelling, [12](#), [182–183](#), [196–198](#)
 deadlines in, [24](#), [60](#)
 direct purchase, [15–17](#)
 exclusive, [25–28](#)
 extending again, [59–60](#)
 free information, [19–20](#)
 hybrid approach, [20–22](#)
 lead-generation, [15–16](#), [17](#)
 reverse, [202–203](#)
 threshold resistance and, [17–22](#)
 tracking and, [42–43](#)
 urgency for immediate response to, [22–28](#), [201–202](#)
one-of-a-kind offers, [25–26](#)
online direct-response marketing, [137–138](#). *See also* [websites](#), [direct-response](#)
open houses, [201–202](#)
optometry business marketing, [208–216](#)
 book publishing in, [212–214](#)
 differentiation strategies, [208–212](#)

- information marketing in, [214–215](#)
- relationship building in, [215–216](#)
- order forms, [32](#)
- over-the-phone homeseller seminars, [204](#)

P

- persuasiveness of mail-order ads, [77](#)
- postcards, [130–132](#)
- pricing, [224](#)
- Proctor, Craig, [xix](#), [189–190](#), [205–206](#)
- product-based funnels, [162–163](#)
- purging old marketing collateral, [102](#)

R

- real estate marketing, [190–205](#)
 - creating compelling offers, [196–198](#)
 - creating urgency in, [201–202](#)
 - driving prospects to websites or hotlines, [199–200](#)
 - getting prospects to hunt you, [202–204](#)
 - offering what prospects want, [198–199](#)
 - traditional vs. direct-marketing, [190–193](#), [195](#), [205](#)
 - USP messaging in, [193–196](#)
 - wide-funnel ads in, [198–199](#), [200–201](#)
- referral nurturing tools, [106–107](#)
- relationship building, [17](#), [58](#), [148](#), [159](#), [163](#), [215–216](#)
- re-selling, [59–60](#)
- response, generating, [129–136](#)
- results, [xvii–xviii](#), [13](#), [38–43](#), [84–89](#), [103](#), [142](#). *See also* [testing](#)
- results triangle, [109–121](#)
 - about, [8](#), [109–110](#)
 - markets in, [110–117](#)
 - media in, [120–121](#)
 - message in, [117–119](#)
- reverse offers to buy, [202–203](#)
- reviews, [149–151](#)
- rules of direct marketing, [xviii–xix](#), [9–10](#)

S

- sales funnels, [157–171](#)
 - about, [157–159](#)
 - benefits, [158](#)
 - building, [162–171](#)
 - how they work, [159–161](#)
 - narrow-funnel ads, [198](#)

- product-based, [162–163](#)
- wide-funnel ads, [198–199](#), [200–201](#)
- sales letters, [75](#)
- sales presentations, [141–142](#)
- sample ad files, [76–77](#)
- satisfaction, consumer, [33](#)
- scarcity, urgency by, [26–27](#)
- second notices, [60](#)
- self-promotional ads, [190–191](#), [193](#)
- seniors, [132–135](#)
- Seppala, Richard, [121](#), [128](#)
- social media, [89–93](#)
- Social Media Is Bullshit* (Mendelson), [91](#)
- split testing, [31](#), [84–89](#), [146–147](#)
- stampede effect, [24–25](#)
- swipe files, [76–77](#)

T

- ten commandments of direct marketing, [xviii–xix](#), [9–10](#)
- testimonials, [149–151](#), [209](#)
- testing, [31](#), [84–89](#), [146–147](#)
- thank-you pages, [163](#), [166](#), [169](#)
- Think and Grow Rich* (Hill), [14](#), [100](#)
- threshold resistance, [17–22](#)
- toll-free phone numbers, [203–204](#)
- tools for marketing, [102–103](#), [106–107](#)
- tracking results, [13](#), [38–43](#), [84–89](#), [103](#), [142](#). *See also* [testing](#)
- traditional vs. direct-marketing, [xiv–xvi](#), [5](#), [178–180](#), [190–193](#), [195](#), [205](#)
- traffic, tracking, [147](#)
- Trust Me, I'm Lying* (Holiday), [91](#)

U

- un-branded advertising, [46–48](#)
- unique selling propositions (USPs), [140](#), [193–196](#), [208–212](#)
- urgency of response, [22–28](#), [201–202](#)

V

- value of direct marketing, [xvii](#)

W

- warning ads, [47](#)
- website homepages, [74–75](#)
- websites, direct-response, [139–151](#)
 - calls to action in, [141](#)
 - conversion strategies on, [144–146](#)

- conversion-oriented, [147](#)
- designing, [143](#)
- email capture on, [147](#)
- follow-up email systems for, [148](#)
- headlines in, [139–140](#)
- keywords in, [142–143](#)
- lead magnets on, [143–144](#)
- mobile-friendly, [140–141](#)
- must-haves for, [140](#)
- purpose of, [138–139](#)
- reviews and testimonials on, [149–151](#)
- as sales presentations, [141–142](#)
- testing, [146–147](#)
- tracking results, [142](#)
- tracking traffic to, [147](#)
- updating, [148–149](#)
- USP messaging in, [140](#)
- wide-funnel ads, [198–199](#), [200–201](#)
- will to win, [100–101](#)
- writing ad copy, [65–72](#)

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PREFACE

What If Everything You Were Taught and Believed About Successfully Connecting with Clients WAS WRONG?

Dan Kennedy

Matt Zagula and I are about to change your life.

That's a heady, quickly thought of as an arrogant statement; as hyperbolic over-promise.

But virtually every other approach to advertising, marketing, and selling advanced in thousands of books, seminars, courses, coaching, and systems operate within one frame: making your advertising, marketing, or selling more effective by doing the same things everybody does incrementally better. The sales pro is offered more powerful closing techniques, but he is still asked to close the sale for his product or service at the end of a very familiar series of progressive steps. The business owner is given better price-and-offer strategies to imbed in his marketing, or more clever copy for his advertising, but he is still engaged in marketing and selling his products and services via the same old architecture, such as Attention, Interest, Desire, Action. All this is fine, but it is NOT life altering by any stretch of the imagination.

But what if everything you had been taught, thought, and believed about successfully relating to customers, clients, or patients was wrong—at least for

these times? At bare minimum, what if traditional approaches, however well executed, actually acted to make your life more stressful and difficult than need be?

What if attempting to sell products or services was entirely the wrong thing to be doing?

This is our groundbreaking premise: These times mandate selling something other than products and services. You should effectively get out of the business you are in altogether.

What the !?#@#!?—you say—I bought a book only to discover its nutty authors are telling me to exit my business?

Almost. We want you to stop selling products and services. Instead, get into the business of selling Trust.

One of the greatest demonstrations of this radical change is historical, not contemporary. It occurred years back, when the Chrysler Corporation was dragged back from the brink of bankrupt extinction by its then CEO, Lee Iacocca. He became a reluctant TV commercial star with somewhat surprising influence. Chrysler was in the news and the public mind as a wounded entity suffering a slow death, and a manufacturer of flawed products, not to be trusted to deliver a good car or to stay in business long enough to service it. Its products were entirely unpersuasive. But Iacocca was a plainspoken, personable, believable father figure. And he did the most amazing thing for “a car guy” at the helm of a car company. He guided and starred in TV ads that *did NOT* sell cars.

Let that sink in.

Instead, he stepped forward and sold his personal guarantee backing a then dramatically generous warranty, and outright dared consumers to set aside what they heard and thought, and on his word, actually compare cars, saying, “IF you can find a better car, buy it.” I tell you, as a lifelong ad man, my jaw dropped then, and I still consider it one of the most astounding moments in advertising. In a set of circumstances entirely adverse to trust, Iacocca sold exactly that.

I had an opportunity to meet and do a little work with Lee Iacocca over two days. At first glance, he was not a guy you’d see as an obvious choice for commercial spokesperson. But what was evident to the public was, while not likely to be chosen by Hollywood casting directors, he was authentic. In the time spent with me, it became apparent that the guy I’d watched in those TV

commercials was pretty much the same guy I was sitting with in his living room. In person, a bit coarser in speech, of course, more casual in appearance, but still something of the crusty but trustworthy, grandfatherly authority figure. If *he* told you it would rain tomorrow, you got your umbrella.

Lesser men with smaller minds—and testicles—would resort to selling at the cheapest price, giant discounts, and zero-interest financing; to trying to entice people into test drives with lures of free cases of Coca-Cola and free Hawaiian vacations. Dumber marketers would go down with the ship, making the futile argument about the features and benefits of the cars; showing the shiny products, perhaps with glamorous people getting in and out of them. Price and product, product and price.

Somehow Iacocca rejected all that and, instead of selling product or price, sold his promise; sold trust.

I asked him about it. He claimed no genius. He would have preferred not starring in his own commercials. He's a car guy at heart, too, so he said his natural inclination would always be to sell cars. But the situation and time called for differentiation by selling something else entirely.

As we write this, virtually every advertiser, marketer, and seller labors in an understandably un-trusting world, in circumstances entirely adverse to trust. The public has very, very, very scorched fingers and badly-bruised confidence. The temptation to fight to overcome this with stronger product pitches, cheaper prices, or deeply discounted fees, more amazing offers, better salesmanship—and did I mention, cheaper prices—is enormous. And dangerous. Doing so worsens the fundamental problem of low trust. It can also deprive you of the economic strength needed to effectively market at all. Advice from cowboy philosopher Texas Bix Bender is: When yer in a hole, the first thing ya oughtta do is stop digging. It is our belief that waging this war with souped up but normal weaponry is just continued digging, going deeper into the abyss.

We believe in a new “instead”—in place of better, harder, stronger, faster, more.

We believe in exiting or at least subordinating the selling of products and services and instead entering the business of marketing and selling Trust.

That is such a radical departure, we say that with this book we *are* about to change your life.

—Dan Kennedy

PS: Last year, Matt and I combined were paid millions of dollars by business leaders, entrepreneurs, marketers, sales professionals (mostly seven-figure income sales professionals), and investors who trust our acumen and advice. We are *not* theorists. You can trust our insight and input on this prescribed radical departure, because everything we've put between this book's covers is experience-based, market tested, and results proven. My No B.S. brand stands for that integrity, and has stood for it for more than 25 years, spanning 10 books in this popular series, newsletters, training courses, and advisory materials embraced by more than one million business owners and sales and marketing professionals annually. Brief resumes and a few comments about us follow, as reassurance that you are in good hands with us.

A few comments about Matt Zagula

“I’ve spent a lot of years in this business . . . now running one of the most productive financial planning practices in Florida . . . no one person has had more impact on my practice, in a very short period of time, than Matt Zagula.”

—BOB G., FLORIDA*

“Before Matt, about \$4 million in production annually. After Matt, over \$12 million, plus additional six-figure fee income I didn’t even know was possible. And all that growth happened in 18 months.”

—ISAAC W., VIRGINIA*

“Constant improvement is what I look for in my practice. On recommendations I trusted, I flew to Pittsburgh, then drove into West Virginia to meet with Matt. I kept reminding myself that they had come to see Matt for good reason—he has to be good, but West Virginia isn’t exactly where you’d expect to find a sales, persuasion, and marketing expert. Getting picked up in the white Bentley was a cool surprise, but ultimately, I was

blown away by the business tweaks Matt recommended. They produced immediate bottom-line impact, starting with a new million-dollar client the very next week.”

—CHRIS H., NORTH CAROLINA*

* Names withheld at clients’ request.

A few comments about Dan Kennedy

“Thanks in large part to your strategies we are successfully selling mattresses priced from \$2,400.00 to as much as \$20,000.00 (vs. the national average of \$600.00), in a store in Pennsylvania with 137 other places to purchase a mattress in our same area. Twenty are within five miles of our store.”

—JEFF GIAGNOCAVO, GARDNERSMATTRESSANDMORE.COM

“Because of your strategies, my business is up year to year—by 19% this year alone. Since I began using your methods, up 300%.”

—DR. ERIC DOHNER, M.D., THE SKIN AND VEIN CENTER, NEW YORK

“We used seven key strategies of yours to go from startup in 2010 and mid six-figures of income to millions in revenue in 2011.”

—RICHARD STRAUCH AND LAWRENCE PEW, PEW LAW CENTER PLLC, WWW.PEWLAWCENTER.COM. PHOENIX, ARIZONA

“I’ve been with you for 23 years and I’m still scratching the surface. Just when I think I must have heard it all, I discover more about ‘doing business on my terms.’ Then ‘selling to the affluent.’ There’s no end to business improvement with you.”

—DR. GREGG NIELSEN, D.C., WATERFORD CHIROPRACTIC

“I have used your strategies to triple the size of my family’s insurance agency in 36 months, from \$3.4 million to \$10.5 million. We are now able to dominate our target markets regardless of the economy or competition.”

—MICHAEL MCLEAN, MCLEAN [INSURANCELIVE.COM](https://www.insurancelive.com)

CHAPTER 1



Trust-Based Marketing **as the Path to Wealth**

Dan Kennedy

You can get laid with lust. But you get married and stay married with So a lot depends on your objectives. I've long believed in business that, rather than get customers to make sales, it is smarter to make sales to get customers. The first provides only income. The second provides income *and equity*. If all you're after is a day-to-day income boost for yourself or revenue growth for your company, you'll find plenty of ammunition and firepower in this book to achieve those limited goals. But, even if you don't begin in sync with us, I hope as you proceed you expand your thinking about the impact trust-based marketing can have in building wealth. The majority of businesspeople think only about income every day. The exceptionally smart few who get rich from business, think about both, every day.

You may skip over this chapter if you are *not* interested in getting rich. Chapter 2 begins on page 13.

In my own business, I've very deliberately worked at creating what I call "lifers"—customers who stay engaged with me for decades, continuing to buy whatever I next bring forward, so that the getting of one in the first place is not just consummation of a transaction, but the start of a permanent relationship. Not just the grabbing of some money, but taking title to an oil well. In order to do this in my particular business—essentially the dispensing-of-advice business—I knew I had to earn and keep trust, and I figured out the three key factors in trust-based equity for me: one, being known as a candid, blunt teller of truth, even if unwelcome by many, and never pandering. Thus, the "No B.S." brand I created. Two, establishing certain principles as constants in my writing, speaking—all my works—that were evident and did not change. And three, never abusing my customers for short-term profit. Given these three things, they can trust me not to endorse anyone or anything or sell them anything I don't genuinely believe is honest, beneficial, and the best in its category. For me, this has worked out very nicely. What is now the GKIC business, evolved from my personal business, does in fact have large numbers of members who've been with me for 10, 20, 30, even approaching 40 years. Many who've spent six figures during their tenure—people attending a GKIC SuperConferenceSM now, who first attended a seminar of mine 20 years ago. And this did translate to equity, as the company has been twice sold, and the two sales combined provided a good share of my wealth. This asset can be built upon and leveraged into

ever-growing wealth, or it can be destroyed, depending on the thinking and actions of the people who have stewardship of it.



GKIC, formerly Glazer-Kennedy Insider's Circle, is the largest membership society and publishing/training/coaching organization serving independent business owners, entrepreneurs, professionals, and sales professionals focused on direct marketing. It publishes five business newsletters, numerous online courses and home study courses, conducts major international conferences, has local Chapter-groups meeting in many cities, all centered around the works of Dan Kennedy. For information, see page 273.

My favorite company of all is Disney. In its present form, it's hard to imagine that, as Walt put it, it all started with a mouse. And with Walt. In industries that were entirely transactional—amusement parks, films, toys—Walt built trust-based brand equity and relationship equity. Relationship equity is still a major part of Disney's business today, driving premium-priced attractions, time-share real estate (Disney Vacation Club), fraternity (D23), and very frequent repeat purchasing. A series of CEOs that have held stewardship of Walt's legacy have, amazingly, resisted almost all temptations to undermine the trust the company's fans, customers, the public, and even investors have for Disney.

I'm a serious student of Donald Trump. Look carefully behind the Barnum-ism and you'll see that he has done something no other real estate developer and magnate has ever done: built a publicly recognized brand that adds price elasticity to every building and real estate project that bears his name, and, most recently, extends to a successful TV franchise and licensing for a wide range of products, from luxury mattresses to steaks to clothing. Real estate buyers trust Trump to provide "the best." Consumers who aren't about to buy a \$3 million penthouse apartment on Park Avenue want to get a small, affordable piece of that, so she buys her husband a Trump necktie at Macy's, he splurges for their stay at a Trump hotel or resort.

These are people who understand the matters of income vs. equity, and of the role of trust in equity.

Income tends to be spent. Equity accumulates and converts to wealth. So everybody needs to be thinking about equity, early, and it is my contention that the only real equity, certainly the best equity, and the source of all equity, is quality relationship with committed, continuing customers. So I would suggest anybody in any business engage in the same thought process I did and ask himself: What are the few, key factors for you, that will make you such a trusted and relied on presence in your customers' lives that they stay with you—and spend with you—for life?

“But MY Business Is Different...”

Do NOT reject the question out of hand, because you think your business does not easily, naturally, automatically lend itself to such a relationship. It may seem obvious now that my business lent itself to this, but no one among my peers thought this way. In fact, many in my field joked about making sales and getting out of town before the posse formed. They were all hit-and-runners. Most still are. Today, they're doing it on the internet, sharing massive email lists, driving to one promotion after another, divvying the money like pirates after a raid on defenseless yachts or freighters, rather than as traveling salesmen and speakers out on the hustings. But the effect is the same: income, no equity. So don't reject the question out of hand. If you own hardware stores or other retail stores or restaurants, why can't you become a trusted and significant part of your customers' lives? To many, Martha Stewart has made herself just that, and she dispenses much the same sort of ideas, information, and inspiration it would be appropriate for a hardware store owner to dispense. If you are a physician, chiropractor, a dentist, look at Dr. Oz. *Whatever* your business, there is a way to be found and figured out, to elevate your status and cement your importance to your clientele.

What Is Long-Term Marriage About?

It's about always being there, that you will have the other person's back. That they know you care about them. That you find ways to stay interesting and

relevant over years of familiarity. Most business owners and sales professionals don't really think about long-term marriage with customers. They either take it for granted or give it no importance. They are focused on income, not equity. They don't think in terms of: *what will this relationship have to be like, for this customer to stay married to me for life?* It's actually not all that difficult to figure it out in any given business. It's more that nobody tries.

I routinely buy things from stores or service providers, visit restaurants, etc., where not even a feeble attempt at creating ongoing, lifetime relationship is made. Some of this is sloth and stupidity: *We did well—he'll be back.* In many of these cases, relationship equal to equity could be very deliberately created. Yet no attempt is made.

Trust, Relationship, Equity, and Wealth

There are profound links between trust and relationship, relationship and equity, equity and wealth.

Brand-name, over-the-counter remedies—the brands we grew up with—continue to substantially out-sell generic versions of the exact same formulations and products displayed right next to them on the same shelves, and selling for 20% to 50% less. Why do more people buy Bayer® aspirin than generic aspirin? There's nothing proprietary to it whatsoever. *Because Bayer® is a trusted name.* The 50% price and profit differential, from which much wealth can be derived, has nothing to do with product ingredients, product superiority, distribution, or service, and everything to do with trust.

For most, trust is more complex than just a recognized brand name, and few of us have the resources or patience to wait for generations to harvest our future fortunes from such slowly accumulated trust. We need a more complex approach that can accelerate the achievement of high trust, whether for competitive differentiation or support of premium prices or other motives, and all the components of such an approach are in this book. But, for now, I want to simply demonstrate the bridge from trust to wealth.

A seismic shift begins with a change in the fundamental question of all advertising, marketing, selling, and conduct of business, from: *How can I*

make a sale today? or How can I make some money today? to: How can I make sales and money today but also create trust today?

Let's Go Through a Consulting Session on This

If we were having a consultation, you and I, on this, we would begin very broadly. *What will it take for you to grow wealthy from your business, in a reasonable time frame of your choosing?* This shifts thinking. It switches from the most common *How can I make some (more) money today?* to *How can I conduct my business affairs today and everyday to develop the kind of equity that translates to wealth?* We would then examine all the possible kinds of equity in your particular kind of business. That might include unique intellectual property such as patents, trademarks, and copyrights; real estate paid off with business income (as opposed to renting or leasing space); control of distribution; and on and on. But in most cases, it would become evident that all kinds of equity rise or fall based on equity in relationship with continuing customers. Or that the only equity that can be protected is in relationship with continuing customers. And we would ultimately get to the question: *What will this relationship have to be like, for this customer to stay married to me for life?*



The Question

What will this relationship have to be like for this customer to stay married to me for life?

Inevitably, a big part of that answer will be: trust. And that will loop us all the way back to trust-based marketing. If it is true, and I believe it is, that

the value of the equity you have via customers is a reflection of the level of trust they have in you, then it becomes blatantly obvious that developing trust must begin at the beginning, and must never be jeopardized or sacrificed for any other objective. This will color every decision you make.

The questions I've just raised are powerful, if taken seriously. They not only get to equity in customers for life, but to price elasticity, to greater numbers of referrals (thus lowered customer acquisition costs and speed of growth liberated from proportionate capital investment), to stability and sustainability, and more. They translate to more immediate, transactional profit, from which money can be siphoned to create permanent wealth, and to greater overall, total, lifetime customer value, which creates equity that can be sold or mined, also to create permanent wealth.

A Wealth Secret from Warren Buffett

If you've read Michael Gerber's work, beginning with the bestselling book *The E-Myth*, you know his core premise: A business (or sales career) should be constructed and systemized as if it would be franchised à la McDonalds, cloned thousands of times, and successfully operated by people with far less talent or skill than you possess. That's a form of operational equity. Of equal or greater importance is customer relationship equity, which can only come from a business deliberately engineered to have it.

I am not a fan of Warren Buffett as a human being. In his meddling in politics, I consider him a charlatan. But he is widely regarded as one of the world's most successful investors, justifiably, and he doesn't just invest in companies: he buys many in entirety based on their equity. As Gerber suggests by engineering a business for cloning, even if you never intend to actually do so, you could benefit by engineering a business to sell to Buffett, even if such an opportunity would never actually occur. You'd think more marketers would dig into Buffett's investment choices to find marketing secrets, but I haven't yet encountered any of my peers or competitors who've had this blinding flash of the obvious. If you did investigate as I have, you'd discover that about 80% of the companies chosen by Buffett have a very high trust component, some by brand identity, others by direct, and in some cases,

personality-driven relationship with their customers. In some, a shift to more trust-based marketing has occurred in companies after Buffett's investment in or acquisition of them, so perhaps he is influencing their leaders with such strategic recommendation.

If Buffett were advising you on how to make your business so valuable that he might want to buy it, he'd have to reveal this secret: that he buys trusted companies—companies that have invested in trust.

Buffett knows that the value of equity a business has via its customers is a reflection of those customers' level of trust in that business or even its leaders. Given that, it becomes obvious that the pathway to wealth is in developing high trust with customers from the very beginning, and that this trust must never be jeopardized or sacrificed for any other objective.

Your Navigational System

Most businesspeople are often tactical, rarely strategic. Even this book is loaded with tactical advice. There's nothing wrong with tactics and tactical application, but too often businesspeople are *randomly* tactical. Random is dangerous. Randomly captaining a cruise-liner over the ocean can get you and a boatload of passengers killed. Randomly flying a plane hither and yon can stick you nose first into the side of a mountain. Randomly wandering a large forest can get you hopelessly lost, eventually turn you into a meal for bears. Having a sound, reliable navigational system that overlays, governs, and even restricts all decisions is the remedy for the hazards implicit in random activity.

The best such navigational premise for those interested in sustainability, stability, security, equity, and wealth is creating and leveraging high trust.

What Do People REALLY Exchange Money For?

Very few people understand money. Few grasp that money moves from one person or place to another for definitive reasons of its own. This is why all manner of centralized government confiscation and redistribution of money

fails miserably. Money itself simply refuses to cooperate with ignorance and stupidity. After the hundreds of billions, if not trillions, of dollars extracted from the private sector and poured into the government's "war on poverty"—declared by President Johnson—we have more people living beneath the poverty line than ever before, and in the very recent Obama administration, more people have been added to the food stamps rolls than in any other four year period. After coming to foolish consensus that everybody ought go to college, we permitted government to pour untold sums into subsidizing and financing college educations, resulting in monstrous inflation of tuition and other educational costs, and an entire generation of graduates buried in impossible debt. I could go on. What you want to do is escape all the ignorant and inaccurate thinking about how money functions that lies beneath these epic disasters that, combined, have taken the United States in just 40 years from being the world's biggest lender and creditor, possessing unrivaled economic strength, to being the world's biggest borrower and debtor. You want to align your efforts with the ways that money actually operates, and the only reasons why money ever moves of its free will to somebody and therefore remains with that somebody. I explore all of this in my book *No B.S. Guide to Wealth Attraction in the New Economy*, but here is the specific reality most salient to this book:

Something of value to someone must be exchanged for money. Any money moved by coercion or confiscation without this exchange breaks free, runs away, and goes somewhere else for such exchange.

Marketing and selling is about exchange. At the simplest level, Zig Ziglar described his attitude when selling high-priced sets of cookware in homes as: *I've got their pots and pans out in my car, they've got my money in their checkbook in their kitchen drawer, and I'm here to make the exchange.* Fine as far as it goes. It strengthened my spine when I first heard it. But what if we're interested in relationship, not transaction? In equity, not just income? Exchange then becomes more complex and sophisticated.

Most people think very simplistically about their businesses. They have things to sell and they try to figure out how to sell them. To them, business is about sales problems.

Most marketing people are similarly simplistic and narrow in their thinking. They are trained and conditioned to translate products and services into solutions, or desirable experiences, or pride-of-ownership purchases, and

to speak about features and benefits. To them, business is about sales message problems.

All this ignores two important facts. One, as I've been beating up here, there's no stability or equity in making sales. Two, everything said by you, your minions, or in media, about products, services, solutions, etc., is grossly devalued and handicapped if not said by somebody whom the prospect or customer trusts.

If I tell you that the Dow will drop or rise by 2,000 points this year, and that you need to re-arrange all your investments accordingly, so what? But if you follow the famous, outspoken economist Harry Dent, Jr. and believe in him because you read his books, get his newsletter, see him interviewed, accept his premise that "demographics are destiny," and know (some of) his past, key predictions are coming true, and he tells you to get your financial house arranged for a 2,000-point swing, you act. Or if you ardently follow Glenn Beck and see him as a truthful, clairvoyant, trustworthy life guide, you may very well have half your garage full of survival food, the other half full of gold bullion, and be guarding it with your own arsenal of guns. And, as advertisers know, if Beck tells you that you can trust one of his advertisers and urges calling them, huge numbers act.

If I tell you that you look pale and sickly, and tell you that heart surgery might be urgently needed, you may start feeling queasy, sweaty, dizzy, or weak if you are highly suggestible, but you are most likely to just go home and take a nap. But if a heart specialist at the Cleveland Clinic is called in by your regular doc, during your yearly physical, and makes the same pronouncement, they can summon the orderlies and you'll climb on the gurney and yell "Go!" Even if I am a sales wizard, I'll find it damnably difficult to make either of these sales, but Dent and the Cleveland Clinic docs can, rather easily. They have the equity I lack: pre-existing trust.

These examples irrefutably demonstrate how powerful and valuable that trust asset is. It sensibly follows that such an asset will produce or make possible production of wealth as no other asset can. You should therefore direct your efforts at the creation and ownership of that asset, more so than any and all others.

Contents

PREFACE

**What If Everything You Were Taught and Believed About
Successfully Connecting with Your Clients WAS
WRONG?** by Dan Kennedy

CHAPTER 1

Trust-Based Marketing as the Path to Wealth by Dan
Kennedy

“But MY Business Is Different...”

Trust, Relationship, Equity, and Wealth

Let’s Go Through a Consulting Session on This

A Wealth Secret from Warren Buffett

Your Navigational System

What Do People REALLY Exchange Money For?

CHAPTER 2

Trust Without Trying Is No Longer Enough by Dan Kennedy

Much Undeserved Trust Occurs

Where Trust Comes From

Trust as Supreme Marketing Advantage

How Does Trust Affect Buying Decisions?

Trust Is Rarely Rational

The Trust Virus

CHAPTER 3

Underestimating the Difficulty of the Task by Dan Kennedy

The Fears that Face Them

The Problem Isn't Just Distrust of Salespeople

A Tactical Suggestion: The Positive Power of Negative Preparation

One More Warning: The Trouble with True Superiority

Entitlement Doesn't Work in the Marketplace

You Simply Can't Rely on Entitlement in the Marketplace

CHAPTER 4

What Do Clients REALLY Want to Know? by Dan Kennedy

Into the Repair Shop We Go. Roll Up Your Sleeves.

A Valuable Tactical Exercise

CHAPTER 5

How NOT to Be Another Salesman by Dan Kennedy

If It Looks Like a Salesman, Walks Like a Salesman, and Quacks Like a Salesman, Hey, It's a Salesman!

The Top Ten Ways People Know You're a Dangerous Salesman

Trust-Based Marketing Requires Selling via Media Without Screaming "Salesman"

The Power of the Principle of the Delayed Sale

Tactical Exercise: Differentiate or Die!

CHAPTER 6

The Suze Orman Factor by Matt Zagula

CHAPTER 7

Publish or Perish by Dan Kennedy with Matt Zagula

Don't Turn Molehills into Mountains

Tactical Advice: How to Get Your Book Done, Right, Fast (Even if You Think You Can't Write)

Why Promotional Publishing Is So Important

CHAPTER 8

All Media Is NOT Equal: High-Trust vs. Low-Trust Media Online vs. Offline Media by Dan Kennedy

Online vs. Offline

Media Integration, for One and All

Offline Media's Superiority in Creating Trust

CHAPTER 9

Creating Trust ONLINE—Pipe Dream? by Matt Zagula

The Choice: Brand/Image Like Almost Everybody Else or Interested Prospects Inviting You In

CHAPTER 10

Don't Get Google Slapped by Matt Zagula

Nothing Stops Trust in Its Tracks Faster Than the Google Slap

Here's the Foolproof Way to Avoid the Slap

CHAPTER 11

How Familiarity Breeds Trust by Dan Kennedy

Small = Speed to Familiarity
There's Science Behind All This

CHAPTER 12

The Unmatched Power of Affinity by Dan Kennedy

Matchmaking
Birds of a Feather Really Do Flock Together
Tactical Opportunity: A Trust-Based Marketing Tool: “Find Yourself Here . . .”
A Remarkably Simple Tactical Example of the Power of Affinity
The Power Formula: Affinity + Specific Reason Why

CHAPTER 13

Establishing and Asserting Your Authority by Dan Kennedy

Why and How Unique Authority May Be Your Gold Key
How Authority Governs Income
Tactical Advice

CHAPTER 14

The Power of Prescription by Dan Kennedy

Why Doesn't Your Selling Work Like This?
How Matt Zagula and I Position to Prescribe
If You Want to Argue That Your Business Is Different . . .
What Place Do You Want, in Your Prospect's Mind?

CHAPTER 15

It's Not What You Say, It's What They Hear by Dan Kennedy

Being Heard as You Want to Be Heard, When Speaking from a Distance

Away

CHAPTER 16

Trust Language: The Book Only You Can Write, That Only You Will Read, That Can Make You Rich by Dan Kennedy

Hospital Administrators

Accountants

The Reason So Few Are at the Top and a Piece of Tactical Advice, 200

CHAPTER 17

Astound and Amaze with THE HOUDINI FACTOR and the Power of Dramatic Demonstration by Dan Kennedy

The Houdini Effect and the Power of Dramatic Demonstration

A Personal Trick of Mine, Revealed Here, for the First Time

The Dramatic Demonstration of Psychic Empathy and Understanding

Why Does the Right Kind of Dramatic Demonstration Create and Support Trust?

CHAPTER 18

The Role of Proof by Dan Kennedy

Proof of Concept

Proof of Personal Relevance

Proof of Promised Benefits and Outcomes

Proof of Superiority

Preponderance of Proof

CHAPTER 19

The Cache Client as Its Own Form of Proof by Dan Kennedy

CHAPTER 20

Risk Reversal by Dan Kennedy

Short-Term vs. Long-Term Risk Reversal

The Relationship of Risk Reversal and Price/Fee Elasticity

Two Pieces of Tactical Advice

CHAPTER 21

The Power and Hazard of Leadership Position by Dan Kennedy

“Most Recommended” Leadership Position

How to “Borrow” Leadership Position

How to Buy Leadership Position

How to Best Use Owned Leadership Position, 249

CHAPTER 22

The Power of Exclusivity by Matt Zagula

An Example of Acceptance at Work

The Ultimate Marketing Media Available to You via Exclusivity and Acceptance

CHAPTER 23

How Do You Know If You Are Succeeding at Trust-Based Marketing? by Dan Kennedy

How Many Endless Chains Do You Own?

Dare to Compare—Do You Measure Up?

RESOURCES

Master Checklist of Trust Triggers

About the Authors

Index

Free Offer

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