

“America’s #1 Marketing Wizard” — Harvey Mackay

GETTING EVERYTHING YOU CAN OUT OF ALL YOU’VE GOT

21 Ways You Can Out-Think,
Out-Perform, and
Out-Earn the Competition

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Part I

HOW TO MAXIMIZE WHAT YOU HAVE

CHAPTER ONE

YOUR FLIGHT PLAN

An amazing thing, the human brain. Capable of understanding incredibly complex and intricate concepts. Yet at times unable to recognize the obvious and simple.

Some true examples:

Ice cream was invented in 2000 BC. Yet it was 3,900 years later before someone figured out the ice cream cone.

Meat was on the planet before humans. Bread was baked in 2600 BC. Nevertheless, it took another 4,300 years for somebody to put them together and create the sandwich.

And the modern flush toilet was invented in 1775, but it wasn't until 1857 that somebody thought up toilet paper.

Once these obvious connections have been made, they seem so obvious. So evident. We can't believe we didn't see them sooner.

An endless number of these unmade connections exist to this day, especially in the business world. You are surrounded by simple, obvious solutions that can dramatically increase your income, power, influence and success. The problem is, you just don't see them.

I'm going to show you how to recognize the income and success increasing connections that are all around you. I will give you proven strategies and detailed examples of how to leverage those strategies so you can turn them into greater income, respect, power and success. And when you do, your life will never be the same.

Much of this book is focused on how you can improve your business life and career. But the strategies also work in virtually any area of your life where you need to persuade others to accept your position or ideas.

They show you how to become a leader. A person who holds a position of respect and influence.

They show you how to get what you want. And how to get what you want in a totally ethical and honorable way.

I have included over 200 specific examples of how people have successfully implemented these strategies into their business lives and careers. Several of these examples are outside the business world. But it is important that when you read these strategies and examples, you focus on how they can be successfully applied to all areas of your life.

You re about to begin a wonderful journey. You re going to learn that you have hidden assets, untapped opportunities and overlooked possibilities that are not producing maximum results for you. That is going to change.

You ll be shocked at how truly easy this is going to be. Too good to be true? It s not. Let me take just one seemingly huge, complicated, income-increasing problem and show you how truly easy and simple it is to solve.

Did you ever wonder how many ways there are to increase your business? 100 ways? 200 ways? 500 ways? It can be intimidating to merely know where to start.

I have good news — there are only three ways to increase your business:

1. Increase the number of clients.
2. Increase the average size of the sale per client.
3. Increase the number of times clients return and buy again.

Only three. It's significantly less daunting if you only have to focus on three categories. In fact, it's easy. Let's take a simple example.

- Calculate your number of clients.
- Figure the average amount they spend on each transaction/sale
- Determine how often they make a purchase in a year.

Let's say you have 1,000 clients. They average \$100 per transaction/sale. And they make two purchases in a year.

<u># of Clients</u>		<u>Transaction Value Per Client</u>		<u>Transaction Per Year</u>		<u>Total Income</u>
1,000	x	\$100	x	2	=	\$200,000

But look what happens if you increase these three numbers by just 10%.

<u># of Clients</u>		<u>Transaction Value Per Client</u>		<u>Transaction Per Year</u>		<u>Total Income</u>
1,100	x	\$110	x	2.2	=	\$266,200

A mere 10% increase across the board expands your income by 33.1%.

A 25% increase in these categories nearly doubles your income to \$390,625.

Very simple. But the results can be overwhelming. Focusing on this simple formula is just one small way people easily do increase their incomes or grow their businesses by 100%, 200% or more.

Let's get a little more specific. Here are a few examples of how various companies have increased their numbers in these three vital categories.

HOW TO INCREASE YOUR NUMBER OF CLIENTS:

I have a client whose income curve was stagnant. It doesn't matter what they sold. Pretend it's your product or service. This company had a compensation program that paid the sales people 10% of the profit. So, if the company made \$1,000 profit on a sale, the sales person would get \$100 and the company would get \$900.

I had them calculate:

- What the average new client is worth to them in dollars each time they buy.
- How many times that client will buy from them each year.
- How many years the average client will be with them.

It turned out the first sale, on average, resulted in about \$200 profit for the company. Of that, \$20 went to the salesman or woman, \$180 to the company. On average, the client bought five times a year for three years. So basically, each time that company got a new client, they were receiving \$3,000 in cumulative profits.

My solution: Instead of giving the sales people 10% of the profit on a sale to a new, first time client, give them 100% of the profit of the first sale.

The company management's response: You're insane!

I smiled pleasantly and went on to explain that as long as their sales people maintained sales from existing clients at past levels or above, give them 100% of profit on the first sale for every new client they bring in. They'll be ten times more motivated to sell new clients. And every time they bring in a new client, the sales person makes an additional \$200, but the company makes an additional \$2,800.

The company implemented the plan and sales tripled in nine months.

and they said they were sorry for calling me insane.

HOW TO INCREASE THE SIZE OF THE SALE PER CLIENT:

General Motors, Honda, Ford, etc. will sell you a new car for \$24,995. Have you ever paid just the advertised price? Or do you buy a few extra items, like a radio, air conditioning, security system, sunroof, warranty package or financing?

Despite our good intentions, when we go out to dinner many of us up the value of our transaction when the waiter shows us the wine list, and later that damned dessert tray.

HOW TO INCREASE THE NUMBER OF SALES PER CLIENT:

Stockbrokers offer occasional I.P.O. s to select clients.

Clothing stores, auction houses, jewelry stores and others hold private by invitation only sales events for preferred clients.

Airlines offer frequent flyer miles.

Miles Laboratories published a small cookbook filled exclusively with hot and spicy recipes, and they gave it away for free. Why? Miles Laboratories is the maker of Alka-Seltzer.

These aren't just random, unrelated business-increasing anecdotes. Each example represents a well thought-out, documented, income-increasing principle or leveraging strategy. And you are about to learn them all.

BUT I M NOT IN SALES AND DON T HAVE CLIENTS

You might be thinking, my business responsibilities don't include clients and selling. I'm in the accounting/human resources/quality-control/M.I.S./production department.

Think again. The fact is, everyone is in sales. Whatever area you work in, you do have clients and you do need to sell. They are frequently referred to as the internal

client. Your internal client might be the head of your department and you need to sell him or her on your project, your proposal, your promotion, your perspective, your value or your raise. Your clients might be the people who work under you, and you need to sell them on giving you their best, focused, thoughtful work. Your clients might be people in other departments who could aid you in your area of responsibility. Or vendors, other complimentary companies or future employers.

When you read the phrase selling your product or service, don't just think in terms of the product or service your company sells, but also your individual and intangible personal product or service -- you. And understand that you need to sell you and your ideas in order to advance your career, gain more respect, and increase your success, influence and income.

And these strategies can be applied to areas not considered traditional business activities. For instance, if you're a teacher and you need to persuade the principal or school board to accept your proposal or plan, these strategies apply.

These strategies can be used to increase the success in your personal life. If you work with charity groups, community organizations or service clubs you frequently need to convince others that your approach, program or solution is the correct one and should be implemented. These strategies will help you make that sale. They will enable you to reach your persuasion or selling goals in many areas of your life. You will gain confidence by knowing the best and most effective ways to cause people to follow your lead.

These strategies are designed to raise you above your competition no matter who your competition is. If you work for a corporation, you have your company's

competition — another corporation. But you also have your personal competition — the person in the office down the hall who you are competing against for the next big promotion. Or the guy who just sent his resume in to Personnel and wants your job.

RECOGNITION, RESPECT & A BIG OFFICE

Understanding and applying the strategies you are about to learn will lead to increased company revenues and increased personal success and income for you.

But there will also be other rewards along the way.

Realize this hard fact: the people above you (bosses, management and organization leaders) want one thing most of all — they want solutions to problems. Solutions that make them look good and help them achieve their goals. They want the people who report to them to be problem solvers. These strategies will give you those solutions and turn you into a problem solver. Employers will kill for problem solvers.

A good idea is a good idea no matter where it comes from. And when you come up with that good idea you will be rewarded, perhaps not with an immediate increase in income, but the rewards will be greater recognition, respect, more influence, a promotion, a title, or a larger office. All of which lead to increased income.

THE UNIVERSAL SOLUTIONS

Can these income-increasing strategies and principles really apply to all industries, all people, and virtually all situations? Absolutely.

Let me tell you about two people, each working in the same industry. But only one of the two has discovered how to multiply and maximize his talents. A true, but very extreme example:

Two men were mugged. Neither one was harmed.

Mugger #1 took the man's wallet and all his cash -- \$85.

Mugger #2 had a different approach towards his 'business': Mugger #2 took the other man's wallet and cash, \$70, plus his watch and his Princeton class ring. The watch and ring were not expensive and had no real street value.

Ordinarily, that would be the end of the story.

But, two days later, man #2 walks out of his New York City apartment on his way to the office. He hears someone calling his name. He turns, and there is the man who mugged him, smiling and not at all threatening.

Mugger #2 asks the man if he would like his watch and Princeton ring back. As both items held great sentimental value to him, he said yes. The mugger offered to sell them back for \$500. The man only had \$90 with him. The mugger accepted the \$90, but instead of returning the watch and ring, he gave the man a receipt from a pawnshop. Later that day the man went to the pawnshop and paid \$80 to reclaim his watch and ring.

Mugger #1 made \$85 cash.

Mugger #2, applying simple income-increasing strategies and uncovering hidden assets, opportunities and possibilities, made \$70 on the mugging, \$60 by pawning the watch and ring, and \$90 by selling the pawn ticket to my friend. Total income: \$220.

Yes, the income-increasing strategies you are about to learn can be used by all people in any industry.

Mugger #2 was never a client of mine. And I do not suggest that anyone go into this line of work. But if you do, at least get all you can out of it.

AVOID THE COSTLY LEARNING CURVE

The philosophy of this book allows you to avoid the costly learning curve in almost everything you do. And that saves you time and money. It enables you to run

rings around all of your competitors before they ever figure out what you did to them. It virtually guarantees you greater success and multiplied profits from every business-building step you ever take.

I'm referring to the process of borrowing success practices from other industries and applying them to yours.

Most people I meet have spent virtually their entire life in one basic business or industry. Maybe you've done that, too. But when you spend all your life in one industry, all you know well are the common success practices of just your industry. You only understand how people in your field market, sell, advertise or promote. And almost everyone in your industry probably markets, sells, advertises and persuades pretty much the same way as everyone else.

Industrial manufacturers primarily use a field sales force.

Retailers basically just put ads in newspapers and the Yellow Pages.

Stockbrokers do virtually all their business by telephone.

Doctors, dentists and lawyers rely almost exclusively on referrals.

And so on, and so on, and so on.

When you limit your business to doing things the same way every other competitor of yours does, you can only produce modest, incremental gains — at best. At worst, you could easily lose ground.

By helping you study and identify the fundamental principles that drive the successes in hundreds of other industries, you'll be able to pick and choose the most powerful, effective, state of the art breakthrough approaches to introduce to your industry. An approach that's as common as dirt in one industry can have the power of an

atomic bomb in an unrelated industry. I'll show you how to adapt those concepts to your own specific situation. And since you'll probably be one of the few, or only competitor in your field using these breakthrough techniques, your results should multiply immediately. With little effort on your part, we should be able to engineer stunning advances for your business, career, and life, and leave everyone else in your dust.

WHERE DO THESE STRATEGIES COME FROM?

Here are some examples where people took strategies from other industries.

Federal Express applied the banking industry's method of clearing checks overnight to the overnight delivery of packages. Banks send all checks to a central processing point, then out to the appropriate branch. FedEx adapted the hub-and-spoke concept where every package went to a central location (Memphis, Tennessee), and then was flown to its final destination.

A man named George Thomas was searching for an effective way for people to apply deodorant. He was very frustrated in his research for a solution until he realized he was holding the answer right in his hand. George borrowed the concept of the ballpoint pen and created roll-on deodorant.

Dave Liniger, Founder of Re/Max Real Estate, grew his company to a billion dollars in sales by using the 100% solution, which lets sales people keep 100% of their commissions while charging them a monthly fee for office facilities and equipment. His agents were making so much money, they rarely left.

The story is told that one day Dave went into his regular, three-chair barbershop. The owner was lamenting how hard it was to keep good barbers. They'd leave and go

into business for themselves. Dave explained how his real estate company held on to talent using the 100% solution. The barber nodded politely.

The next time Dave was back and reached for his wallet to pay, the barber said, This one s on me. I took your advice and now we re a 100% solution barber shop.

The unanswered question in this story is this: where did Dave Liniger come up with the 100% solution in the first place? Did he create it himself, or did he get the idea from another industry like his previous barbershop?

WHAT YOU RE GOING TO LEARN

There are two categories of specific income-increasing strategies that you will learn. The first category: HOW TO MAXIMIZE WHAT YOU HAVE.

This section will show you how to get the most out of everything you already have.

You will focus on the main barriers that cause people not to do business with you and how you unknowingly limit and restrict your, results, success and income. You will learn strategies to break through those barriers.

You ll be able to apply these strategies to your existing situation and begin increasing your success and income. They will work for you almost immediately, and they will continue to work for you at whatever heights you reach.

Once you understand those strategies, you ll be ready to use them in conjunction with the second category of powerful income- and success-increasing strategies: HOW TO MULTIPLY YOUR MAXIMUM. You will apply the strategies in this section to your career or business to create multiple sources of income.

Depending on any single approach for all your new clients and continuous business is a disaster waiting to happen.

A simple analogy: If you're fishing and have one pole with one line in the water, you will be able to catch only a limited number of fish. But if you use ten poles and put ten lines with ten different baits in the water at the same time, your fish catching potential will significantly increase.

Many of the best prospects are accessed from multiple impact points which moves them from curiosity to interest, all the way to action. If you're attacking your market from multiple positions and your competition isn't, you have all the advantage and it will show up in your increased success and income.

These income multipliers will show you how to build a system of attracting new clients and increasing business with current clients from multiple angles.

1 + 1 = 2. BUT, 1 + 1 + 1 = 10

You could apply many of these strategies and concepts as individual, free standing strategies and they would, by themselves, produce significant results. But that would be a colossal mistake. Combining several, if not all, of these strategies will produce even greater results. The whole will be greater than the sum of the parts.

Many of these strategies will be referred to in multiple chapters. Several of these strategies intertwine and, when combined, will not merely add to each strategy's effectiveness. Instead they will multiply your results several times over. So I'm going to give you a quick overview of several of these strategies so you will start to think of them not as individual, separate strategies, but as parts of the even more powerful whole.

HOW YOU THINK

No one is 100 times smarter than everyone else. Few corporations today really have any technical advantages over their competitors, nor does anyone really have any

major manufacturing distribution or labor edge. So why do certain super-achievers gain levels of success so much higher than others?

In chapter #4 you will learn that they have a better philosophical strategy. They approach everyone they deal with in a totally different and more effective way than everyone else does. And frequently their strategy is hard for anyone else to figure out. But you're about to learn it.

In this book, the word *client* will be used instead of *customer*. This is not only to avoid the constant and cumbersome phrase of *customers and/or clients*, but because it helps define the meaning of the Strategy or Preeminence.

The Webster's Dictionary definition of these two, seeming identical words is:

Customer: One who purchases a commodity or service.

Client: One who is under the protection of another.

The difference in the meaning is massive. And there's a massive difference in the way a person who does business with you could or should be treated.

If in your field these people are referred to as *customers*, that's fine. But whatever you call them, always think of them as a *client*.

What exactly does *under your protection* mean? In this case it means that you don't sell people a product or service just so you can make the largest one-time profit possible. You must understand and appreciate exactly what your clients need when they do business with you — even if they are unable to articulate that exact result themselves. Once you know what final outcome they need, you lead them to that outcome — you become a trusted advisor who protects them. And they have reason to remain your client for a lifetime.

For instance, a man who goes to a hardware store to buy a power drill doesn't really need a drill — he needs holes.

He has a financial, emotional, logical or intellectual need for holes. He might think he wants a drill. But it's your responsibility to determine the real truth and his real need. Your responsibility and opportunity is not to just sell him a drill. You must figure out how to satisfy his financial, emotional, logical or intellectual need for holes and make sure the drill he buys from you will solve his problem and give him the exact holes he needs.

Or maybe he thinks he wants holes, but when you find out that he needs to insert rods in these holes, you realize that fasteners would work better than holes. So you sell the client some fasteners. You have truly solved his problem.

You have also become a trusted advisor and a friend. And you should think of your clients as dear, valued friends. The concept of viewing clients as valued friends will appear frequently in this book and for good reason — it is the essence of the Strategy of Preeminence and the lifeblood of a long lasting, rewarding and profitable relationship for both you and your clients. And you will learn that the value you provide to your clients and everyone you deal with can be deeper, more meaningful and rewarding than you ever realized.

The Royal Bank of Scotland issues two high-security check cashing cards to its transvestite clients — one with a photo of them dressed as a man, and the other as a woman. A bank spokesman said: If any cross-dressing clients go shopping dressed as a woman, it's possible for them to have a second card so they can avoid embarrassment or difficulties when paying by check.

A man landed in jail following a drunken brawl during a Texas-Oklahoma football game. The next morning the Oklahoma judge set bail for \$250, but the man was far from his home in Dallas and knew no one in town. The man pulled out his Neiman-Marcus credit card. He reached a Neiman-Marcus vice-president, who arranged for the bail to be charged on his account, and the man was set free.

Once you understand how to think about the people you work with, we'll start increasing your income and success

THE ONE AND ONLY YOU

In chapter #6 you'll learn why your clients buy from you instead of your competitors.

If you don't know why this is, that means one of two things. Either (a) you offer a client a unique set of advantages or benefits, but you've never identified them yourself, or (b) you offer that client no unique advantage and you're just lucky as heck that you have the business in the first place. There's no basis upon which you're keeping it. Any time your competition wants to offer your client an advantage you don't, they can take that client away from you.

To get your prospects and clients to see you or your business as offering them a superior benefit or advantage that no other competitor offers them is the essence of unique selling proposition (a USP).

You must determine the most powerful benefit or advantage you can possibly offer an existing or future client so it will be totally irrational for them to choose to do business with anyone but you or your company. And here's how you can do that. You identify what advantage or result your clients want the most. You don't have to change

your product or service, but you have to position your product or service as having a unique benefit they're not getting from your competitors. And you don't offer it to your clients subtly. You incorporate the fact that you are now offering them this unique advantage or benefit in everything you say and everything you do. When you do this, you clearly educate them so they see, appreciate and want to seize that advantage.

When Avis was struggling to come up with a marketing approach that would gain them the market advantage, they needed a unique selling proposition that was very powerful. After all, Hertz was well ahead of them in size and market share.

What did Avis do? They came up with the unique selling proposition, "We're number two. We try harder." They still rented cars just like Hertz, but they positioned themselves as the company that would work harder, give better service and better rates. And they made incredible progress and growth because of that USP.

Federal Express developed a USP that stated, "When it absolutely, positively has to be there." When FedEx started using that USP, shipping companies were not delivering packages overnight. They weren't even guaranteeing when a package would be delivered. FedEx offered clients a unique advantage — that the package they needed to ship would be delivered at the doorstep of the intended recipient by 10:30 a.m. the next day. Absolutely guaranteed. Period.

Dennis Rodman was in the National Basketball Association for several years, playing hard and posting impressive rebounding numbers. But he received little publicity and few, if any, endorsement contracts. Then he created a USP for himself — bizarrely bright, multi-colored hair and outrageous tattoos. With that came notoriety and a fortune in publicity and product endorsements.

Once that you have a unique selling proposition and have given people a reason to talk to you, what do you offer them?

NO RISK ALL REWARD

Two friends are each going to purchase the same product or service. One is leaning towards giving his business to Company A, the other to Company B.

I m buying from Company A because if something goes wrong, I know Company A will take care of it quickly.

The other said, But if you buy from Company B, nothing will go wrong.

The first person replied, Yeah, but it might, and I don t want to have to worry about it.

Chapter #7 will show you that whenever two parties come together to transact business of any kind, one side is always asking the other (consciously or otherwise) to assume more or all of the risk. If you ask someone to take on all the risk, their first inclination is not to buy.

You probably stand behind your product or service right now. And if there s any problem, you or your company will either fix it, replace it, or refund the client s money. But you probably don t aggressively promote that philosophy. In this chapter you will learn how to do that with a strategy called risk reversal.

Your goal is to eliminate as much, if not all, of the risk in the transaction for your client. When you take away the risk, you lower the barrier to action and eliminate the primary obstacle to buying.

Aggressively let your clients know that if they are dissatisfied, you will give them their money back, re-do the job at no charge, or whatever else it takes to demonstrate your total, passionate commitment to their satisfaction.

Clients will take advantage of this risk reversal strategy and very seldom ask for reimbursement. But the offer will serve you 100% of the time.

Did you ever subscribe to a magazine or a newsletter and the reason you subscribed was because they gave you a 30, 60 or 90-day, no-questions-asked, 100% money-back guarantee? Or even not ask you to pay up front? That's risk reversal.

After Orville and Wilbur Wright became the first to conquer powered flight, they used risk reversal when they contacted their congressman. They wrote that they had a plane fit for practical use, that could fly at a high speed, and that could land without wrecking the structure. They said, Don't send us one red cent! Just sign the contract. Give us your specifications for the desired machine, we will create it, and demonstrate it. Only when that is done, do you pay.

You want a promotion. Go to your supervisor and offer to work in the higher position for 60 to 90 days at your current salary. You can guarantee either that the company will be completely satisfied or guarantee a specific level of performance or result. At the end of the trial period, they can make the promotion and raise official or you'll return to your previous position.

As president of Chrysler, Lee Iacocca took only a \$1 annual salary and stock options that would pay off only if he improved the company's bottom line.

Once you've offered a risk-free opportunity and people are ready to do business with you, what's the best thing and the right thing to sell them?

BIGGER, BETTER AND HAPPIER

In chapter #8 you will learn every time someone makes a purchase from you or your organization, you have an opportunity to increase the size of that purchase. And the motive is benevolent, not self-serving. It's not just to add to your short term profit. It's all about you helping your client get the optimal benefit or advantage out of the transaction they're doing with you.

During the Great Depression, the Kraft company tried to market a low-priced cheddar cheese powder, but the public wouldn't buy it. It was a failure. One St. Louis sales rep, looking for a way to unload his allotment of the stuff, added individual packages of the cheese powder onto boxes of macaroni. He then offered grocers the opportunity to sell them as one item, which he called Kraft Dinners. When the company found out how well they were selling, it made the dinners an official part of its product line.

You have a responsibility and an opportunity to introduce every client you deal with to all the alternatives they have available and to help them understand what their objective is for buying your product or service in the first place. And to help them recognize that they have options they could be taking advantage of that could produce a better result than the level they will receive from the purchase they originally intended to make.

In this chapter you will learn the concepts called add-ons and cross-selling. By add-ons, I mean that you graduate the client to a larger or superior alternative product or package of goods or services. In other words, they may have been content coming in to buy the standard, basic product or service. And yet, by understanding what their

intended use for that product or service is, you realize that the basic, standard purchase can't possibly give the client the performance outcome they seek. So you recommend a larger, higher-quality or more sophisticated version of the product that you know will give them a better result. They don't have to buy it, but you have an obligation to demonstrate to them the differences in performance and outcome they can expect to receive and to make them an offer that gives them an incentive for considering trading up.

A cross-sell is introducing to the client an additional product or service that will add or increase the result of their transaction with you or your company.

Your clients will appreciate you for doing it. Their lives or business will be better for it. Why? They get a superior outcome. And when they get greater results, they're happier. So, your goal in these transactions, when you're using either add-ons or cross-sell, is to always offer your client alternatives — alternatives that perform better and which are in your clients' best interests, not yours.

Mattel gets you to buy Barbie. But Barbie only comes with the one outfit she's wearing — *tres gauche!* You add on more Barbie clothes, a Barbie car, a Barbie house. But Barbie is lonely. You buy a Ken for Barbie, and guess what? Ken only comes with the clothes he's wearing.

AT&T and other phone companies sell you a simple phone line. Then call waiting, voice mail, automatic call-back, a second line for a computer, a third line for a security system, information number auto dial option, caller ID, a fourth line for a fax. And now they're getting into the cable and computer information delivery systems. These guys are good.

No one is holding a gun to our heads to make us buy these added products and services. We purchase them because they give us the added results we want.

Increased income is a by-product of management's perception of your worth. Find something that no one else in your company is doing (or doing well) and voluntarily add it on to your responsibilities.

An added note to the Kraft Macaroni and Cheese innovation — how well did that add-on strategy work in the long run? Research has shown that today only 55% of dinners served in homes in the U.S. include even one homemade dish.

So your Unique Selling Proposition got their attention, and risk reversal caused them to buy, and add-ons and cross-selling gave them the best products or services to solve their problem, but how do you know that's the best you can do?

TESTING 1,2,3 TESTING

Before Henry Ford would hire anyone for an important position, he would have lunch with them. If the potential employee would salt the food before tasting it, Mr. Ford would not hire the person. The reason? Salting the food before tasting it indicated the person would implement a plan before testing it — ergo, no job.

Chapter #9 teaches you to test everything. It's simple and the payoff can be enormous. It's not at all unusual when you test and compare the effectiveness of one approach against another for the superior approach to outperform the inferior one by as much as ten or 20 times.

The selling approach you're currently using to sell your product or service could be under-performing, delivering only a fraction what an alternative approach or strategy might yield. I've seen people test different variables in their advertising, web sites, sales

letters, live sales presentation, guarantees, USP and pricing points. Increases of 500%, 1000%, 2000% have resulted just by changing from one approach to another. In other words, you might be producing only 1/5 of the results, sales, income or profits you could be getting with the same or even less effort and cost. Until you start testing different responses and performance levels, you're leaving massive potential on the table.

One company that apparently didn't test enough is the maker of Excedrin. Several years ago they ran a multi-million dollar, national advertising campaign showing different, above-average headaches and assigning them numbers, like Excedrin headache #9, Excedrin headache #23, etc., where Excedrin relieved the pain.

The campaign created great name recognition and was seemingly very successful. But, in fact, sales went down. The company later learned that people were aware of the campaign and said that Excedrin was an excellent, stronger-than-average pain reliever. And if they had a severe headache they would definitely take Excedrin. But if they had just an average headache, Excedrin was a stronger medication than they needed, so they would take a milder pain reliever like aspirin.

The company could have saved millions of dollars and not lost market share had they done one simple thing. TEST.

Another international corporation that also apparently didn't test before they went national was Coca-Cola. They sparked a consumer revolt when they tried to replace Classic Coke with New Coke. A nearly disastrous idea that could have easily and inexpensively been avoided by testing.

Was Henry Ford too extreme with his hiring policy based on salting food before testing? Maybe. But, then again, Henry Ford was America's first billionaire.

Once you understand these strategies -- the Strategy of Preeminence, developing a USP, risk reversal, add-ons and cross-selling, testing and several others — you can easily apply them to your current operation and gain increased revenue and income. But then we ll move into new territory — creating multiple sources of income. Here comes the really big money

PARTNERS IN PROFIT

Chapter #10 reveals how you can tap into millions of dollars of investment that companies have made in their clients for decades, get those companies to direct all of their clients to start doing business with you and your company, and have it cost you nothing.

I call this concept Host-Beneficiary Relationships. It s a simple process that s based on utilizing existing goodwill and strong bonded relationships that other companies already have established with people who are prime prospects for your product or service.

Duncan Hines was a traveling restaurant critic. His book, *Adventures in Good Eating*, a guide to restaurants along major highways, was so popular that his name became a household word. Hines notoriety attracted the attention of Roy Park, a New York Businessman who was looking for a way to promote his new line of baked goods. He asked Hines to become a partner in the company, and Hines agreed. Together they formed Hines-Park Foods, Inc. Their Duncan Hines line of cake mixes captured 48% of the American cake mix market in less than three weeks.

Determine who in your marketing area is already selling to the clients you want to be reaching, and who has their trust, respect and goodwill. They would be selling something that either goes before, goes along with, or follows the product or service that

you sell to people. Your product or service does not compete with their product or service, but it complements it.

The moment you identify who these businesses are, you're almost all the way home. All you have to do is contact those companies and make it easy and advantageous for them to refer their clients to you.

If you work in a corporate structure the principles are the same. For instance, if you sell software for a company you could contact a salesperson who works for a corporation that sells the computer hardware to the same client base and develop a mutually beneficial relationship.

Why would companies be willing to do this?

Most companies and individuals would love to create new profit centers, but they haven't the slightest idea of what they should be and how to start one. You are perfectly suited to be a joint-venture profit center for them. If your product or service goes before, with or after theirs, then obviously their product or service will go before, with or after yours.

Visa and American Express have formed strategic alliances with airlines, automobile manufacturers, oil companies and others that reward consumers for using their particular credit card.

Sears and Roebuck made hundreds of millions of dollars by promoting Allstate Insurance to their clients in their stores.

When major motion picture studios like Disney and Universal produce movies aimed at the youth market they develop merchandising Host-Beneficiary Relationships with fast food chains like McDonalds and Burger King.

Perfume and makeup companies will hire and pay the salaries of the people who work at the cosmetic counters in large department stores. Some of the cosmetic companies actually own the cosmetic counter.

RECOMMENDED BY A FRIEND

In chapter #11 you will see that most people and businesses spend all of their time, effort and money on conventional marketing, advertising or selling programs when a fraction of that effort, and virtually no expense, would get them many times the results if they developed a formalized referral system.

It is probable that a large portion of your new clients actually come from direct or indirect referrals right now. But you probably have never put a formal referral system into place. In this chapter you will learn to do that.

You've invested far too much in your business and clients, and the values and benefits you provide are too important to allow all of the friends, co-workers, family members and colleagues of your current clients to be denied access to you.

A formal client referral system will bring you an immediate increase in clients and profit. And it doesn't cost anything to implement it.

A referral-generated client normally spends more money, buys more often, is more profitable and loyal than most other categories of business you could go after. And referrals are easy to get. Referrals beget referrals. They are self-perpetuating.

Every time clients deal with you in person, through your sales staff, by letter, e-mail or on the phone, diplomatically ask them for client referrals. But you must first set the stage.

Tell your clients that you enjoy doing business with them and that they probably associate with other people like themselves who mirror their values and quality. Since they obviously know the exact people you prefer working with, you'd like them to refer their valued friends and associates to you. If you acknowledge your clients' value and importance to you, they'll be eager to reciprocate.

Then extend a totally risk-free, obligation-free offer. Willingly offer to advise, talk to or meet with anyone important to that client. In other words, offer to consult their referral without expectation of purchase, so your clients see you as a valuable expert with whom they can put their friends or colleagues in touch.

If you do this with every client you talk to, sell, write or visit — and you also get your key team members to do it as well — you can't help but get dozens, even hundreds, of new clients. I have seen business literally triple in six months when people used an organized client referral process.

Charles Lamb once said, "Don't introduce me to that man. I want to go on hating him, and I can't hate a man whom I know." On a personal level a simple introduction by a respected colleague to a prospective client, business associate or potential boss can have the same effect as a referral or even an endorsement.

LOVE IS BETTER THE SECOND TIME AROUND

It can cost a small fortune to acquire a new client — but it costs almost nothing to gain back an old client.

Chapter #12 shows you that clients stop buying for three basic reasons:

Reason one, they stop buying temporarily and just never get around to dealing with you again. Out of sight, out of mind. A trite phrase, but very true. Once you stop

dealing with a company, no matter how valuable the product or service, you tend to fall into a different buying pattern.

The second reason people stop dealing with a company is because they became dissatisfied. There are hundreds of reasons a client becomes unhappy and stops doing business with a company. But the important thing to realize is that rarely did you intentionally offend or dissatisfy that client.

The third reason is the client's situation has changed to the point they no longer can benefit from your product or service. This may seem like the end of the road with a client in this position. But that's not the case. Even a client who may not be in a position to do business with you can be a great source of additional income. And you'll learn how.

When you recognize that over 80% of all lost clients didn't leave for an irreparable reason, you can instantly take action and get many — even most — of those clients back. And when they do come back, they tend to become one of your best, most frequent and loyal client groups.

They also turn into your best single source of referrals.

THE WRITE AND WRONG WAY

How would you like to have 1,000 to 10,000 tireless salesmen and saleswomen working around the clock, calling on the maximum number of the absolutely most qualified prospects for your product or service — and never forgetting to make any selling point or any closing argument?

Chapter #13 shows you how that ability is available to you instantly by recognizing and utilizing the powerful tool that is direct mail. Direct mail refers to all

written material used to communicate with prospects and clients, including sales letters, e-mail, brochures and proposals.

It sometimes costs \$100 or more to make a cold sales call. Many cold calls take weeks or months to set up. Yet it can cost you less than 50 cents to contact your target market through the mail.

And when people call cold or visit cold, they're introducing an idea for the first time. It has to settle in. It has to be embraced. There are a lot of negative issues you have to overcome, including the resistance of secretaries or voice mail. When you make that the job of the sales letter, it lays the groundwork for you.

When you get the letter in the hands of the intended recipient, they've got the complete message, from beginning to end. Every question is answered, every issue addressed, every problem solved, every reservation overcome, every application made and every call to action expressed.

Even the envelope carrying your sales letter can be a selling tool. It can be very businesslike, with just a name, address, city, and state; or it can be more personal, with a personalized-looking message on the outside of the envelope.

Sales letters are the most powerful prelude to telephone marketing efforts. Sending a sales letter ahead of a phone call can increase the effectiveness of the call itself by 1000%.

When a letter precedes the call, you are not calling cold. Your prospect has already been pre-sold on your product or service.

When Senator Robert A. Taft announced for the presidency in 1952, Walter Weintz created an elaborate series of test mailings for the campaign. To these he added a

revolutionary element: a request for money. Not only would a dollar or two coming in indicate the winning test, it was like betting on a horse. Put money on a horse, Walter reasoned, and you'll do everything in your power to make sure that horse wins. In this case, you'll not only vote, but persuade your friends and family to do likewise.

Weintz went on to use this technique for dozens of candidates. It changed American politics forever.

MORE TO COME

These are just some of the key success and income increasing strategies you will be learning. We'll delve into these and other strategies in great detail. And you'll learn how to apply all the strategies to successfully selling on the Internet. But again, don't limit their power and effectiveness by looking at any of them as individual concepts. When combined together these strategies will produce exponential growth in income, results and success.

You're about to begin a wonderful journey. Embrace these strategies, apply them with diligence and your final destination will be financial security, influence, recognition, and much deserved success.