

BONUS MATERIAL FOR

Marketing for People Who Hate to Sell

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Table of Contents

<p>CHAPTER 1 – MARKETING WITHOUT PAIN</p> <p>What Your Marketing Can Do For You 3</p> <p>Why Marketing Fails 3</p> <p>How to Get Help with Your Marketing 4</p> <p>CHAPTER 2 – WHAT YOU CAN DO TODAY</p> <p>Customer Feedback Letters 7</p> <p>CHAPTER 3 – YOUR “MINI-MBA”</p> <p>Marketing GOALS 8</p> <p>Steps in Market Research 8</p> <p>Sources of Data 8</p> <p>Ways to Price Your Service 9</p> <p>Creativity Techniques 10</p> <p>CHAPTER 4 – PUBLICITY</p> <p>More Ideas for Holiday PR 11</p> <p>Ideas for Press Releases for Different Services 12</p> <p>How to Find Places to Publish In 14</p> <p>Other PR Resources 14</p> <p>Sample Calendar News Release 15</p> <p>Sample Press Release 16</p> <p>Sample Letters to the Editor 18</p> <p>CHAPTER 5 – NETWORKING</p> <p>Notes on Giving a Presentation at a Tips or Leads Group 20</p> <p>Community Service Organizations 20</p> <p>For the Experienced Marketer 21</p> <p>Advanced Networking Tips 21</p> <p>Book Review: The World’s Best-Known Marketing Secrets 22</p> <p>Tips for Networking 23</p> <p>Asking for a Lead 23</p> <p>12 Tips for Running a Business Mingler 24</p> <p>CHAPTER 6 – CUSTOMER SERVICE AND REFERRALS</p> <p>120 Facts You Could Learn About Customers and Prospects 25</p> <p>CHAPTER 7 – SELLING</p> <p>Classic Sales Letter 29</p> <p>How to Write a Sales Proposal 30</p> <p>Sample Cover Letter with a Proposal 32</p> <p>Another Sample Letter 32</p> <p>An Outline for a Two- to Three-Page Letter Proposal 33</p> <p>CHAPTER 8 – SPEAKING</p> <p>Sample Questionnaire to Be Given to Individual Asking You to Speak 34</p> <p>Some Ways to Overcome Fear of Presentations 35</p> <p>How to Outline a Talk 36</p>	<p>Using Audio-Visual Equipment 36</p> <p>Organizing Ideas With a Simple Storyboard 36</p> <p>CHAPTER 9 – NEWSLETTERS</p> <p>Prewritten Articles / Clipping Services / Resources 37</p> <p>Postcard Newsletter 38</p> <p>Editorial Material You Can Use or Modify in Your Newsletter 39</p> <p>Business Quotes for Fax Cover Sheets or Newsletter Filler 42</p> <p>Newsletter Layouts 43</p> <p>CHAPTER 10 – WRITING</p> <p>Fog Index 44</p> <p>How to Analyze Your Graphics 44</p> <p>Checklist for Analyzing Your Sales Letter 45</p> <p>Sales Letter Templates 45</p> <p>CHAPTER 11 – PHONE & FAX</p> <p>A Telemarketing Script to Set Appointments for a Service Provider 46</p> <p>CHAPTER 12 – ADVERTISING</p> <p>Media Advertising: Advantages & Disadvantages 47</p> <p>Card Decks 48</p> <p>Yellow Pages Checklist 48</p> <p>Letter Ad Using Personal Style 48</p> <p>Sample Headlines 49</p> <p>Types of Headlines 52</p> <p>CHAPTER 13 – ONLINE MARKETING</p> <p>Free Publicity / E-mail / Web Site Help / List of Ezines / Other Resources 53</p> <p>CHAPTER 14 – PLANNING</p> <p>Preparing Effective Marketing Requires Effective Thinking 56</p> <p>Marketing Plan Questions 57</p> <p>Marketing Plan Overview or Table of Contents 58</p> <p>A Brief Marketing Plan 59</p> <p>12-Month Marketing Plan 60</p> <p>CHAPTER 15 & 16 – TAKING ACTION</p> <p>Worksheet for Finding Prospects 61</p> <p>Prospect Tracking Worksheet 62</p> <p>Worksheet for Pursuing a New Segment or Target Market 63</p> <p>Checklist: Potential Attractiveness of Various Target Markets 63</p> <p>Checklist for Considering a New Service, or Introducing an Old Service to a New Group 64</p> <p>Advanced Marketing Tip 64</p> <p>REFERENCES 65</p>
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CHAPTER 1 – MARKETING WITHOUT PAIN

What Your Marketing Can Do For You

1. Give you a feeling of satisfaction when you take control of it!
2. Create an image for you.
3. Position you in prospects' minds.
4. Produce leads and inquiries.
5. Educate prospects about benefits.
6. Move you into new markets.
7. Influence people who influence others.
8. Increase your name recognition.
9. Set the stage for your personal contacts.
10. Tell your story.
11. Build people's confidence because you've been around for a while.
12. Ease out competitors.
13. Influence customers of competitors to try you.
14. Spread success stories to prove your benefits.
15. Improve the confidence of your bankers and support resources.
16. Create a position of leadership.
17. Let people know about your existence.
18. Introduce a new service.
19. Help your business to become a trusted brand name.
20. Publicize a major new initiative or promotion.
21. Carve out your niche in the marketplace.
22. Use your best testimonials to make others trust you.
23. Test different approaches to see what works best.
24. Increase the desire of your audience to buy from you/to work with you.
25. Create a noticeable presence in your community.
26. Obtain names for your prospect or customer mailing list.
27. Motivate people to call you.
28. Attract new customers with a low price or special, unbeatable offer.
29. Demonstrate your own confidence in your services, such as with a tremendous guarantee.
30. Create pride in your firm and your employees to encourage them to pass the word more.
31. Lastly, the definition of marketing: to get or keep customers.

Why Marketing Fails

1. Giving up too early.
2. Lack of positioning.
3. Not emphasizing benefits for prospects.
4. Starting in a disorganized fashion without a plan.
5. Using the wrong methods for your audience.
6. Going after the wrong prospects.
7. Not creating a message prospects can understand.
8. Not understanding your customers.
9. Not understanding your own strengths, or core competencies.
10. Exaggeration that undermines your credibility.
11. Expecting things to happen too fast.
12. Not reacting to feedback from the market.
13. Wasting money without testing.
14. Not investing in long-term relationships.
15. Thinking it will be easy to fit in your schedule.
16. Not making it clear to people why they should consider you.
17. Not getting attention.
18. Letting committees and group decisions cut commitment or passion for your marketing.
19. Not using a variety of methods to reach prospects in different ways.
20. Depending on big clients and not creating a marketing campaign for the future.



How to Get Help with Your Marketing

Working with Consultants

There are many people in the world who can help you with your marketing if you have more money than time. They are advertising agencies, freelance copywriters, publicity agencies, graphics design firms, etc.

There are Yellow Pages listings for advertising, marketing, business consulting, etc. You'll also see ads in business publications. In addition, there are a few marketing publications listed in the back here, which have ads for nationally known copywriters and marketers, some with strong guarantees.

In searching for people to help you, you will want to use many of the marketing techniques we've discussed. Word of mouth, direct referrals, and testimonials will be important.

The best way to use word of mouth is to ask everyone you know if they know someone who's good at marketing services. Ask competitors of yours, or you might see brochures, ads, or publicity from similar services that you admire. You might call them and ask who did their marketing. Ask people in your networking groups and general business groups.

Having read this book, you'll be better able to deal with consultants, weed out the bull, and get better work from service providers. Most consultants respond to people who appreciate their work, give them clear direction, and are intelligent critics. If they don't respond to your questions and criticisms with better work, you probably shouldn't be working with them.

Good marketing consultants, whether they're focusing on one aspect of marketing like telemarketing or broader issues, should do some of the same things. They should have a sense of strategy and tactics. They should have a conceptual view. They should be able to use words, and understand both your services and the market you're appealing to. They should be well-organized and frank, but supportive.

If you ask someone to judge whether they can help you, good consultants should ask a lot of questions about your service. They should essentially ask you for your positioning statement, your USP, your prime benefit, and many of

the things we discussed in Chapter 2 and elsewhere. In other words, they shouldn't just crank out a brochure, sales letter, or telemarketing script; they should understand the things we discussed in Chapter 2 and elsewhere.



Ad Agencies

Ad agencies are probably the most expensive and traditional place to go for marketing help. They are sometimes paid on a percentage of media placements. For instance, some get 15% of all your advertising expenses on newspaper, radio, etc. And, historically, many ad agencies worked for just this 15%, which they got from the media. Therefore, they were apparently free to you. Nowadays, most advertising agencies charge for their time by the hour, and many would not take on a campaign unless it was for many thousands of dollars and you were going to do some substantial advertising.

Public Relations

Most good public relations people will want to work on a retainer basis of, give or take, a couple of thousand dollars a month. They also will not guarantee results and will want a contract of several months. It takes time for their efforts on your behalf to begin to come to fruition. It could be three months before you see things in the press.

Many people say that you're paying people for their time, but I much prefer results! There are occasional PR agencies that will work for fees as they place stories on you, but normally this would be only appropriate for a national audience. Primetime Publicity & Media Consulting Corp., headquartered in Sausalito, CA, charges its clients only when their stories are placed in targeted publications (207 2nd, Sausalito, CA 94965, 415/332-0000).

Any good publicity person worth their salt should produce one or two immediate results through people they know or favors that they're owed. PR people and others like to say that you're hiring them for their knowledge, not their contacts. This is true, but look for a few contacts as a bonus that can benefit you immediately.

For instance, do they have a database of the type of media that you're trying to reach? Can you look in their Rolodex and see names of editors and papers or magazines you want to reach? If not, they'll have to get a general directory, make phone calls, and spend a lot of time building up their database at your expense, before any results occur.

Specialists

In many professional service areas, no one will be easily available who specializes in your particular industry. There are now a number of marketing consultants in legal, accounting, and other areas, but they're hard to find. You'll often end up with smart generalists who will be educating themselves partly at your expense. A good one will invest some time on their own to bring themselves up to speed. You really shouldn't be paying for this.

Many times you can do a lot of the work yourself to save money. While some consultants will want to do some of this work, many times you can handle the relatively clerical details rather than pay \$100 an hour to a consultant. You can interview clients and give the consultant transcripts or tapes of the conversation. You can gather testimonials, write drafts, etc.

Educating You?

Do you want a consultant who's a "black box," who goes away and comes back with something? Or do you want consultants who are mentors, who teach you what they're doing so that you understand and learn to do some of these things yourself?

Many people talk about rapport when choosing a consultant, or someone in your field as well. Rapport is important. You have to be able to talk with the person, and he or she has to show respect and be patient with you. Styles can clash. Some people are impatient "type As," like myself. They tend to finish your sentences. If you're more laid back, this can annoy you. So you do need to choose someone with whom you're comfortable.

The consultants should have references of their own. Surprisingly, few people actually call references. Look hard at what they've done in the past (their portfolio). You can also call the people whose brochures are shown to you, even if they're not on a reference list. You can ask people: Were they on time? Were they easy to work with? Did they estimate costs correctly? Did they explain themselves to you? Would you hire them again? What are you doing for your marketing now? What was the most effective thing that you did with this person?



Results?

The funny thing about marketing consultants is that almost none will work on a results basis. Logically, if marketing consultants aren't confident that their services will make you far more than enough money to pay them, why should you have any faith in their abilities? But, unfortunately, this isn't the way it's done. People get paid for their time, not their results, in many cases.

Contracts

You don't need a contract with a consultant, but it makes sense to have a one-page memo of agreement on services to be rendered, and a payment-due agreement. Most marketing people will want 50% up front and 50% when the job is completed; or one-third of the payment up front, one-third when the job is 50% completed, and one-third when the job is completed.

Enthusiasm

The consultant should show interest and enthusiasm in what you do. Much of marketing, as mentioned in Chapter 1, is being able to express and transfer your enthusiasm to your prospects. That actually changes the type of marketing you do and the way writing is done.

Test people on a small project. Some companies or marketers don't want to work on small

projects because it takes as much time to sell a small job as a large job. For instance, the average press release may only take 30 minutes to write, but a good marketer might spend several hours doing research to decide what to write, what hook to use, and who to send it to. Few will want to just write the press release without this other preparatory effort. Therefore, the cost will be higher than just the time writing.

One way to try out the relationship is to fairly quickly get a rough draft of whatever they're doing. This gives you a chance to see if you're on the same wavelength and perhaps stop the project, at minimal cost, if it's not going in the right direction.

Build Relationships

Once you've actually produced a letter, script, or whatever, and tested it, tell the marketer the results of the effort. Compliment them if things go well.

Build a relationship for the future just as you would with a customer. Once the preliminary groundwork has been done, the marketer may well be willing to write a single press release or a single ad, quite inexpensively, as part of an ongoing relationship. If results are really good, write an unsolicited testimonial to the marketer for use as a reference. If you are easy to work with, they'll do better work, and you'll get more for your money.



CHAPTER 2 – WHAT YOU CAN DO TODAY

Customer Feedback Letters

A Letter Asking Customers How They Feel About Your Service

Dear _____:

We've been working with you on _____ over the last _____. One of the things we try to achieve is to do more than satisfy customers. We want to delight you. In order to constantly improve our service, we're always eager to receive any input.

Could you help us improve our services by taking a few minutes of your time to respond to the following questions? We'd appreciate them, whether or not you wish to identify yourself.

[You can have questions with a one-to-ten scale, such as:

How satisfied are you with our services?

How satisfied are you with this or that?

You can also ask if there are future jobs for which they'd consider you. You'd normally include a self-addressed, stamped envelope. Also add a note: If you wish to put your name and phone number here, we'd love to talk to you further if you have the time.]

Cover Letter for a More Extensive Questionnaire

Dear _____:

I have a favor to ask that you may find interesting. As one of our important customers, I hope you're aware that we really value your input. In order for us to keep in touch and improve ourselves, we occasionally ask a few people to respond to some questions about our services and to tell us what things they think are important.

I know you're busy, and filling out a questionnaire might not be at the top of your list for today. But if you could take a few minutes and return the questionnaire in the post-paid envelope, I'd really appreciate it.

Last year's suggestions resulted in some important changes that enabled us to do a better job for you. Even a hint of an idea would be greatly appreciated.

A Thank You Note for Returning a Questionnaire (if the people are identified)

Dear _____:

Thank you for returning your completed questionnaire. I just want to let you know that I especially appreciate it. [Note: You may give them the option of receiving results of the questionnaire.] For your information, a very brief summary of the results is attached.

If you'd like more information or would like to share more ideas with me, I'd love to get together any time and take you to lunch.

[You might also include a gift certificate or something for their response, as a bonus.]



CHAPTER 3 – YOUR “MINI-MBA”

Marketing GOALS

Goal. A general statement about what you want to achieve in a particular aspect of your marketing, such as getting publicity.

Objective. This is a more specific, more anchored measurable statement of what you want to achieve in a certain time, such as six articles published in the trade magazines within six months.

Action. These are some specific tactics that you’ll use to gain your objectives, such as meeting editors at trade shows, calling trade magazines, etc.

Leadership. Who will be responsible for achieving this? They have to believe in it, have input, and be reinforced for achieving it. If it’s you, then this has to be one segment of your attention, and you may schedule it for a certain period of time.

Steps in Market Research

- Define the problem
- Determine research design
- Collect data
- Analyze data
- Draw conclusions; prepare report.

SOURCES OF DATA

Internal

- Company records
- Reports
- Managers
- Conferences
- Meetings
- Employees

External

- Customers
- Suppliers
- Bankers
- Trade and financial publications
- Industry conferences
- Library
- Trade Assistants
- Firms that specialize in gathering data



Ways to Price Your Service

There are three general ways to price your service from the theoretical perspective. The first is *based on your costs*. This approach is more appropriate for manufacturing than service. Your direct costs may not be significant compared to the fees you want or need to charge.

The second is *based on the competition*. In practice this is the way most people price their services. They aim to be in the neighborhood of other people like them. For instance people in the graphics or editorial industry tend to be on the lower end of the price spectrum, maybe \$30 to \$50 per hour. Attorney's tend to be on the high end, ranging from \$100 to \$300+ per hr. Most other services fall in between. In most cases it's relatively easy to find out what your competitors are charging.

The third way to price your service is *what the market will bear*. If you have a unique resource and great demand for your service you can theoretically raise your price until demand and supply are equalized. Very few of us are in a position to be in such great demand that we can charge almost anything. Speakers like Tom Peters and some celebrities fall into this category. They can only do so many talks a year.

From an analytical point of view, here are the kind of steps you'd go through in setting prices.

1. Decide what your objective is in setting a price. Are you trying to make a certain amount per hour or per year? Are you trying to attract more or less business?
2. Identify constraints on your pricing. What does the competition charge? Are customers willing to pay within a certain range but no more?
3. Estimate demand and revenue based on each price.
4. Determine your cost, expected volume, and how much profit you'd make.
5. Select an approximate price level.
6. What "price list" or set of prices will you quote? For instance, you may have a flat hourly rate, you may have a retainer rate that's less, you may have cost plus that's billed in a different fashion, and you may have flat bid rates or procedures.
7. Make adjustments to your list prices and quoted prices depending on market feedback.
8. Other factors that may influence your pricing are characteristics of your buyers. Different industries may be willing to pay different amounts, and certain geographic regions may be willing to pay more. For instance, urban area prices are generally a bit higher than rural areas, even from the same service provider. General economic conditions can also have an influence.

In pricing, you may be trying to buy market share. You may be trying to maximize volume. You may be trying to balance your work load. There may be social or ethical considerations, image considerations, and so forth.

For instance, if you're a professional service you don't want to cut your rates too low. It raises questions about your competence and value. It's better to offer fixed pricing or special arrangements but keep your quoted and hourly rates at the normal level.



Creativity Techniques

Here are some ways to generate new ideas that can be applied to your marketing.

Do research. Read marketing books. Examine what the competition is doing. Look at what noncompeting services are doing. Look at what product oriented companies are doing. Borrow as many ideas as you can that may possibly apply to what you do.

But don't focus too much time on the data collection. Don't become an expert on the problem, become an expert about solutions.

Brainstorm. Brainstorming has a few rules that make it different than a "bull" session. The object of brainstorming is to generate possibilities. It's normally done in a group but you can do it by yourself. The rules of brainstorming are *no negativity, no criticism of ideas, and no evaluation of ideas.* Keep it *brief* and to the point. Don't try to draw conclusions. Don't discuss things or explain them. If you disagree with an idea or think it's stupid, write it down and record it and then go on and say the opposite or something else. *Bounce off previous ideas,* adapt and combine them, change them.

Most of all, *the craziest ideas are the best ones.* Look for similarities between your service and a group of unusual items. For instance, figure out how to use sex in your marketing. See if you can relate it to space travel. See if you can relate it to bungee jumping. See if you can relate it to a beaver dam, a snowstorm, or other silly things. Such silly stimuli are seldom useful in themselves, but they help to loosen you up, add a little humor to the situation, and stimulate other ideas for your marketing.

Mind mapping. Use Post-it Notes on a poster or whiteboard. Put each idea or thought on one note and move them around as you see connections. This technique can be used with brainstorming.

Free associate. Free associate from the point of view of the people who need your service. Answer these questions: What do clients think of when they think of you? What do people in general think about your kind of service? Why do people use a service like yours? Why do people avoid using a service like yours? What would people's dream be if they needed a service like yours? How would they find it? How would it be delivered? What would it cost? What would be the biggest worries of the people who needed a service like yours? Now put yourself in the mindset of your clients and think about what's in it for them. What are they looking for?

Ask everyone. Bounce ideas off any person you meet. Try a 10-year-old child. Try people who know your area and people who don't know your area. Ask people at the library. Ask people at the bus stop. Ask anyone in your office for suggestions on marketing.

Have a creative corner. Set up a special table or section of your office to collect and work on creative things. Put articles, newsletters, toys, books, and games there. Employees can use this area too.

Sleep on it. Set up the problem before you go to sleep and see if your subconscious mind comes up with a solution. The time between waking and sleep is often the time when you're most adjustable and can influence your own thinking the most. Supposedly Edison took a brief nap in a chair holding metal balls in his hand over a metal bucket. So as he fell to sleep the balls would fall out of his hand and wake him up with a noise in the bucket. This allowed him to tap this creative period after he'd set himself a problem.

Stand up. Pace when you're looking for ideas. This raises heart rate, giving your brain more oxygen and energy for stimulation.



CHAPTER 4 – PUBLICITY

More Ideas for Holiday PR

HOLIDAY	SERVICE	PR IDEA
Secretaries' Day (4/26)	Anyone	Article on why secretaries should receive more respect.
Thanksgiving	Banker	Article on how early crop failures of Pilgrims were due to their socialist economic system.
St. Patrick's Day	Insurance	Article about potato famine and how insurance covers crop failures, job layoffs, etc.
Valentine's Day	Realtor	Discuss how houses can reflect the relationship of the couples who live in them.
Release of new wine (Noveau Beaujolais 11/17)	Anyone	Use French stamps as extras on letters to media.
Trade Show for your clients' industry	Anyone	Advice for that industry about your field.
Presidents' Day	Marketing Consultant	How creation of the holiday was a marketing effort.
Veterans' Day	Business Consultant	Article on SBA veterans preference programs.
Pearl Harbor Day	Beauticians	Be prepared for surprises with your makeup.
Longest Day of Year	Architects	How to protect your house from sun damage.
Shortest Day	Heating Services	How to inspect your furnace for cold days ahead.
Lincoln's Birthday	Mortgage Broker	How you can free yourself from the "slavery" of high interest rates.
Washington's Birthday	Anyone	Why honesty is important in business.
Halloween	Anyone	How not to be scared of a particular problem in your area.
Martin Luther King Day	Business Consultant	Why having a "vision" is important to success.
New Year's Day	Anyone	How to start the year off right in your area.
April Fool's Day	Marketing Consultant	How not to be fooled by advertising salespeople.
Groundhog Day	Housecleaner	How to conduct a more efficient Spring Cleaning.
First Day of Spring	Car Detailer	How to protect your car finish from rains.
Daylight Savings Starts	Therapist	How light affects our moods.



Ideas for Press Releases for Different Services

(Note that many of the ideas can be used by other services too.)

Accountants	Offer a discount package with a bookkeeper for books and tax work.
Acupressure	Write an article for a local magazine or newspaper on pain reduction.
Architect	Write articles on low-cost additions or alterations that add value to homes.
Astrologist	Predict the winners in a local election.
Beauty Salon	Create a combination deal: customers receive a hair styling and tickets to an event.
Bookkeepers	Offer family seminars on budgeting or bill paying.
Business Consultant	Create a business roundtable—give a free consultation once a month for four hours at a popular restaurant.
Career Consultant	Appear on radio about the job market. Organize a career day.
Carpet Service	Carpet the sidewalk on your block and have your neighbors call the newspaper.
Caterer	Write about different ethnic cuisines.
Clothing Designer	Give items to auctions given by highly regarded charities. Usually the women working at these charities will want to buy your designs.
Computer Consultant	Present free mini-seminars at computer stores. Then offer follow-up services that meet the needs of the people who come.
Consultants	Write a column for your target audience. Donate your services to a charity auction.
Contractor	Offer an open house session where you use CAD to show people the house of their dreams on a computer.
Dating Service	Offer a free seminar for those reentering the dating market who are 50 and older.
Employment Service	Offer a free résumé workshop or write an article about doing a résumé.
Event Planner	Donate your services to a charity that caters to your prospects.
Executive Recruiter	Write an article on why executives fail, how to assimilate newcomers into jobs, etc.
Financial Planner	Write articles for your local newspaper on how money affects relationships or the role of money in divorces.
Graphic Designer	Offer a course on business graphics. Create a striking mural in your office or on an outside wall.



Hairdresser	Do a makeover on a reporter, perhaps on computer if you have that system.
Hospital	Broadcast a radio show on health issues from the hospital.
Housecleaning Service	Write on housecleaning tips that save time.
Interior Designer	Offer clients a one-hour consultation where you visit homes and rearrange the environment. Create the world's biggest pillow. Co-sponsor seminars with a store and show how the items can be used in different decors.
Investigator	Adopt a colorful "persona" to intrigue the media, like wearing a Sherlock Holmes hat and using a magnifying glass.
Judo Instructor	Write a pamphlet on self-defense specifically aimed at your target audience.
Laundromat	Have "singles sessions," "housewife hours," etc.
Limousine Service	Write about the history of the auto in America.
Massage Therapist	Publicize a backrub-at-work service.
Mover	Specialize in moving computers. Write articles on how to lift properly, how to protect household goods, etc.
Optician	Write about how to exercise your eyes to improve vision.
Packing Store	Give a seminar in the store on how to do special gift wraps.
Painter	Create a pamphlet on how colors affect your mood.
Pet Groomer	Create a summary sheet on what qualities different dogs have.
Photographer	Use a dramatic photo on your business card. Take pictures free at political events. (You can still sell prints to individuals.)
Podiatrist	Do releases on healthful footwear.
Psychologist	Develop a new term for an old problem like "Sunday Blues."
Real Estate	Do a booklet on creative financing.
Rental Service	Offer seminars on tenant or landlord rights.
Secretarial Service	Publicize a remote dictating service to your voice mail that is available 24 hours a day. Create a writers' support group where people encourage each other and set goals.
Travel Agent	Do press releases on travel to areas in the news.
Upholsterer	Have a contest for the city's oldest chair. Give seminars on how to preserve furniture.



How to Find Places to Publish In

To find trade journals, try *Oxbridge's Directory of Newsletters*, *Oxbridge's Directory of Magazines*, *Writer's Market*, and *Standard Periodicals Guide* (all from Oxbridge Communications, Inc., 150 Fifth Avenue, Suite 302, New York, NY 10011), and many others that list trade journals and other outlets, particularly national ones. Any library will have sources like these.

Other PR Resources

A list of some useful directories and their approximate prices follows.

All in One Directory
Gebbie Press, Inc.
P.O. Box 1000
New Paltz, NY 12561
(914)255-7560
Price: \$73

Bacon's Publicity Checker
Bacon's Publishing Company
332 S. Michigan Avenue
Chicago, IL 60604
(800)621-0561
Price: \$170

Broadcasting/Cablecasting Yearbook
Broadcasting Publications, Inc.
1705 DeSales Street, NW
Washington, DC 20036
(202)659-2340
Price: \$95

Editor & Publisher International Yearbook
11 W. 19th Street
New York, NY 10011
(212)675-4380
Price: \$70

Gale Directory of Publications
About \$265. Covers 25,000 newsletters,
magazines, journals, and newspapers.

Gale Research
(313)961-2242
Media News Keys
40-29 27th Street
Long Island City, NY 11101
(718)937-3990
Price: \$100

The Newsletter Clearinghouse — Price: \$99
Hudson Newsletter Directory — Price: About \$100
Hudson's Washington News
Media Contact Directory — Price: \$119
P.O. Box 311
Rhinebeck, NY 12572
(914)876-2081

Radio Publicity Outlets
Resource Media, Inc.
P.O. Box 307
Kent, CT 06757
(800)843-1214
Price: \$179

Television Factbook
Warren Publishing, Inc.
2115 Ward Court, NW
Washington, DC 20037
(202)872-9200
Price: \$325

T.V. Publicity Outlets
Resource Media, Inc.
P.O. Box 307
Kent, CT 06757
(800)843-1214
Price: \$179 per year

Working Press of the Nation
National Research Bureau
310 S. Michigan Avenue, Suite 1150
Chicago, IL 60604
(312)541-0100
Price: \$290 for complete set, \$135 per volume



Sample Calendar News Release

DATE: _____

FOR MORE INFORMATION,

CONTACT: _____ Phone _____

CALENDAR RELEASE FOR: Monday Business Calendar

WORKSHOP TITLE: _____

DATE & TIME: _____, _____, _____

LOCATION: Offices of Jones & Day, CPAs,
1710 Main Street

COST: _____

REGISTRATION: Reservations required. Call _____.

DESCRIPTION: This program will provide new and prospective retirees' with tips to keep the most money in retirees' pockets. Learn what tax laws mean for the retired.

GIVEN BY: _____, CPA, has specialized in tax planning for 10 years. She is an officer in the Rotary Club and writes a monthly column on tax planning for a national newsletter.



Sample Press Release

NEW BOOK NEWS

For Immediate Release

Contact:Carolynn Quirici,
Select Press
(415) 435-4461

AUTHOR GUARANTEES READERS MORE MONEY

Corte Madera, CA (March 29) –Select Press announces the publication and release of **Marketing for People Who Hate to Sell** by Rick Crandall. In an unusual twist in bookselling, the author guarantees the book will help readers market their professional or contract services or he will personally buy the book back. "If this book doesn't boost your income this year," says the author, "I'll give you your money back in full!"

"One of the key points I make in the book is that good marketing is built on relationships with your customers and clients," states author Crandall. "An exceptional guarantee is just one feature of a successful marketing plan. But also, it's a good way to start or keep a strong client relationship. It earns immediate trust."

In keeping with a relationship approach to marketing, Crandall is also asking for reader input for future books and editions. In return, he promises to send readers more marketing material for their use.

Crandall belongs to a new school of marketing (with Jay Conrad Levinson, *Guerrilla Marketing*, Michael Phillips, *Marketing Without Advertising*, and Don Peppers, *The One To One Future*) that challenges traditional approaches like advertising. Once called "grass-roots marketing" and practiced by Apple and others, many experts now call it "relationship marketing." Crandall says, "I can't overstate the value and cost-effectiveness of knowing your customer and I mean knowing more than their zip code. In marketing services, the client should be king."

Crandall advocates spreading the word about your services from inside your current customer base. "Let your clients do the

- MORE -



selling for you," says Crandall. "This is a one-to-one, person-to-person process that gets you better results and more referrals." Crandall claims this *inside-out* approach is the reverse of how most people try to market their services. "Most of the time, they want advertising to achieve instant rapport with the outside world. But advertising does little to build relationships."

Before you advertise, you should read this book. Why? "Because advertising is the first thing that can kill you," says Crandall. Nevertheless, if you insist on advertising, the author shows you how you get the most bang for your buck. The book is packed with "fill-in-the-blank" exercises for writing headlines and ad copy, worksheets, checklists, sample letters, and press releases. Crandall gives you the materials you need to get started right now. The appendix alone insures that Crandall won't have many takers on the guarantee.

Author Crandall has an PhD (Univ. Of Michigan) and has taught marketing at colleges and universities for ten years. He has lectured for various professional groups. *Marketing for People Who Hate to Sell* is a book that means business--new business for you or your money back!

#

Title: **First-Rate Marketing Techniques**

Author: Rick Crandall Price: \$15.95 (Paperback, 300 pages)

Publication Date: April 2, 1995 To Order: 415-435-4461

Reviewer copies and interview slots are available.



Sample Letters to the Editor

Perhaps your best letters to the editor are to the trade publications that your customers read. Those are too specific to cover here.

Here I'll cover general letters to the editor that you might send to your daily newspaper to gain general visibility and to build up a reputation as a concerned citizen.

These samples are necessarily generic. Remember that the more individuality you can express in your letters the more you'll create and build the image that you want.

On Education

I was moved to write about the status of education in this country from some of the recent news. It appears that our country is willing to spend more on prisons to hold people who the system has failed to educate, than it is on education to avoid such life-long consequences.

It's an accepted fact that all taxpayer dollars spent on education are well repaid by those with more education paying more taxes over their lifetime. So, even the arguments by people without children that they shouldn't pay for education are false. Education helps everyone in society directly and indirectly.

What disturbs me about the educational system today is that it doesn't seem much different than twenty years ago. We have more computers in the classrooms but teachers still stand in front of classes and give lectures geared to the pace of the average student.

It's time that we applied what we know about technology, and not only the technology of using computers, to teach rote material. Surely educational research has developed better ways to educate and inspire children today than we had twenty or thirty years ago. That's the most important thing.

Our education system serves a function as simply a "holding pen" for children. Its higher function should be to inspire them to a *life-long* love of learning. The information they learn may be out of date as soon as they graduate. But we could teach basic skills like how to learn, how to read more efficiently, and how to memorize necessary facts. What about how to judge the arguments of politicians? These are life-long skills that could benefit us all.

On Crime

I'd like to weigh in with one more voice about the ridiculous crime problem in this country. We are spending a fortune building prisons and creating a clogged court system that legal experts say is almost impossible to utilize efficiently.

What about crime prevention? What about exercising better judgment and throwing out ridiculous cases that never should have come



to court, or on assessing court costs to the losers to discourage frivolous suits.

The most pessimistic people I've heard talk about the crime problem are those in law enforcement and judges. The legal system appears to be breaking down all around us. We need to do something **now**, at least on a local level.

Statistics Can't Measure a Problem's Importance

The old saying that statistics can be twisted to support anything is not necessarily true, but as a _____ I believe that I have a basic understanding of the scientific method. So many of our problems in society such as _____ and _____ are really a matter of value judgments and priorities, not statistics. It doesn't matter what the exact number of homeless people is or the exact number with a certain disease, what matters is our willingness to commit to improving the situation. If we can't afford to attack it full bore we have to at least be clear what we're willing to do, and use our resources in an efficient way. Too many times advocates and opponents, even within advocacy groups, argue about details when what we need is more consensus on the importance of the problem and the value of getting started now.

On Politics

Like many people I'm a bit disillusioned about the political process as it's practiced. The Democrats and Republicans seem to spend time jockeying for position. Lobbyists seem to be able to buy influence in legislatures. It's easy to get discouraged.

We need to focus on things we can do within the political system to improve things. And the media needs to focus on bringing clear and detailed information about the politicians and issues at stake in each election. As individuals, we can be overwhelmed by the task of being informed citizens. But we all have that duty. Let's encourage our media to do a better job of bringing us the facts so we can do a better job of voting our conscience.

On Volunteerism

As a _____ I've decided to make an effort to volunteer for community agencies that can use my skills. I'd like to urge all people to pick one agency this year. If you don't have technical skills to improve its functioning, volunteer to make phone calls. Volunteer to help out at the office. America is often considered a land of volunteerism. But most of us don't give blood, and don't regularly give volunteer time to help others. A few hours a week or even a few hours a month can make all the difference. And surprisingly, in my experience, I've gotten as much out of volunteering as the people I volunteered to help. I've learned things, I've met people, and I've had good feelings about contributing. I urge everyone to reach out to the agency of their choice.



CHAPTER 5 – NETWORKING

Notes on Giving a Presentation at a Tips or Leads Group

At a typical tips or leads group you're the only one allowed in your business classification. At each weekly meeting you will normally give and receive tips in some sort of structured manner. And then at each meeting one or two people will be able to present in more detail. What you present will help guide other members of your group in bringing you leads, business, and referrals.

Here are some guidelines for preparing such a presentation. See also the chapter on speaking.

1. Organize your talk based on the time limit.
2. Use one page of notes or key words.
3. Focus on what your service can do now for the people in the group now, or for the type of people who use your services. Don't give much history. Be very specific about the kinds of problems you solve for people.
4. Provide an extra handout for members to take home that makes your major points. This will allow them to refer to it and they'll remember far more than from just your verbal presentation.
5. Describe the kinds of businesses or people you serve as well as any geographic area.
6. Be specific about the kinds of customers you want and the kinds of problems you can solve for people.
7. Be specific about what kind of help they can give you. Describe the ideal lead for you, and where these people are. Describe how you like to be introduced to the leads.
8. While you hope to do business with people in the group, your talk should be focused on training them to become salespeople for your services.
9. Provide a brief summary of your main points. Give them a tip that will benefit them as a conclusion.
10. Don't mention other things you do that are out of your category of business and might infringe on other members.

Community Service Organizations

Rotary International	(708) 866-3000
Optimists International	(314) 371-6000
Kiwanis	(317) 875-8755
Lions	(708) 571-5466
Jaycees	(918) 584-2481



For the Experienced Marketer

1. Learn the jargon of the client so that you can communicate better. A more advanced approach is to read the trade magazines.
2. When you're having trouble building a relationship with someone, find a mutual acquaintance to help the process along.
3. Meet your best prospects in unexpected places. Find out their leisure habits (if their kids are in Little League, etc.—see them there “spontaneously”).

Advanced Networking Tip

The image of networking as a room packed with people pushing business cards at each other both hurts the value of networking and is inefficient. People prefer to network where they have something in common besides the networking group. More natural networking situations are leisure groups, social groups, or wine-tasting groups, as well as traditional, professional and trade organizations.

Advanced Networking Tip: Client Service

1. When you want to take someone out for a meal, make arrangements ahead of time about payment. Leave your charge card or cash at the front, before the other people arrive. Then, there won't be any awkward wrestling about who gets the check. It will look much more professional because the issue of money is not even brought up, or you are just brought the change or a slip for your signature. It makes it more of an event because few people handle payment this way when they go out. This also makes it look like you're well known at the restaurant.
2. Make your reservation for ten minutes earlier than the time you've set for your guests. This gives you time to check the table to be sure you have one you like, and to glance at yourself in the mirror before your guests arrive.
3. Have the maitre d' or hostess greet your guests by name, by describing them ahead of time and saying who they'll be asking for. This, again, is much more impressive and makes it look like you have a better relationship with the restaurant. Tip the maitre d' or hostess ahead of time if it is appropriate at this kind of restaurant. This gesture can also get them to come around once during the meal to just greet you and, again, make you look like a special guest. On occasion, this spills over to your guests and makes them feel more catered to.
4. Don't talk serious business until after the meal. Don't let the occasion drag out if conversation lags. It's better to leave them wanting more.



Book Review
*The World's Best-Known Marketing Secrets:
Building Your Business With Word-Of-Mouth Marketing*

by Ivan Misner, published by Bard & Stephen, \$12.95, 1994, (800) 945-323

This brief book makes some good points about the details of how to create word-of-mouth marketing through networking. The author, in fact, runs a group of networking groups.

Possible Collateral Material to Collect

1. Testimonial letters from customers.
2. Information from brief client questionnaires, summarized.
3. Photos of yourself, your staff.
4. Photos of clients with whom you've worked, and their facilities.
5. Any awards or certificates of appreciation you've been given.
6. Articles you've written.
7. Articles in which you've been mentioned.
8. Any flyers or other material you've created for seminars.
9. A one-page description of your services that is faxable.
10. Any recordings and presentations you've given on radio or TV.
11. Copies of any of your advertisements.
12. A list of groups you belong to, from your resume.



two at a top restaurant, but chose restaurants that were a substantial driving distance. This way, people had to think about it for a week or two as they planned it (get a babysitter and so forth).

If you're working with someone who has a service that can be given away an hour at a time, such as a bookkeeper or consultant, you can make a deal to give each other coupons that are good for a substantial discount on part of each of your services. Then, you use the coupons as a reward for clients who give you referrals. You give your coupon to the other person free because it lets you cross refer each other, and you both benefit.

Memorable Introductions

Samples of memorable introductions when you meet people for the first time:

Lawyer: "I've given up cheating widows and orphans, and I'm looking for higher-level business."

Accountant: "I make your money stand up and salute," or, "I make your money work for you."

Financial planner: "Train your money to work while you sleep."

Dentist: "We cater to cowards."

Insurance Agent: "I give you personal service without being your brother-in-law."

Therapist: "I have copies of the owner's manual for your mind."

Slogans like this tend to be a little too cute. It's best to come up with something unique to yourself that includes your benefits, but these are to get you started.

Tips for Networking

1. Set a numeric goal for the number of people whose cards you'll get.
2. Pretend you're a host to the event by greeting people and helping them enjoy themselves.
3. Give people ideas, referrals, or leads when you meet them, if possible.
4. Move on after spending five minutes or fewer with a person.
5. Ask good questions of other people.

Asking for a Lead

A book called *Referrals*, by Mark Sheer (Mission Viejo, CA, Sheer Seminars, 1993) recommends the following phrase when asking for a lead:

"I'm expanding my business and I need your help. Who do you know who...?" (then fill in the needs, advice on X, or is a _____, or buys _____, etc.).

Sheer claims that this particular language has been tested and is generally more effective than any other approach.



12 Tips for Running a Business Mingler

Many tips for how to run a good business mingler or mixer are implied by the tips in the Networking chapter on how to benefit from going to a group. To summarize some of the obvious ones here:

1. **Have name tags.** Provide as much information on the name tags as possible such as: name, company or type of service, and geographic region if relevant. The more you put on the tag the more points people have to strike up conversations.

2. **Have multiple food and drink centers.** If you have food or drink, set it up in more than one place to encourage circulation and make it easier for people to move through the room.

3. **Seek out cosponsors if your group is not large.** The easiest way to meet a lot of new people at one mixer is to cosponsor it with other groups in town. They'll appreciate your overtures, and many times you'll have double the mixer than either one of you could have by yourself.

4. **If your object is to help people make connections, think of ways to do it.** Set up some sort of game that encourages people to talk to each other, rather than just talk to the friends they came with.

For instance, if you put two colored dots on each tag, people can be told that if they collect dots from five different people in five different colors, they can win a small door prize, or they get to introduce themselves to the group. Or colored dots can have numbers or letters added to them and people can play "bingo" by spelling out words with the letters they find, and making a note on whose tag had each letter.

Or you can sit them down at tables where all people with the same color tags have a chance to introduce themselves before going back to general mingling or before rotating to another table. There are many different ways to facilitate contact.

5. **Have official greeters at the front door.** As people come in, ask if they've been there before or if there's anyone in particular they'd like to meet. And then have someone take them over to an appropriate person and get a conversation started. The old-fashioned host and hostess help make parties successful.

6. **Make sure you have friendly people at the front door.** Some of us are better at greeting strangers over and over. Make sure you have a smiling face there.

7. **Collect people's business cards as they come in the door.** You'll know who's there, and you can put them on your mailing list. Have literature about your group on a table.

8. **Have a place for people to put their own literature during the mixer.**

9. **Encourage people to not stay with the people they came with.** Post a list of official "networking rules" by the front door with suggestions on mingling or the rules of the games you're playing.

10. **Have roving hosts.** They should move from group to group and make sure that everyone has someone to talk to, and otherwise help the social flow. It's actually easier for individuals in the group to act as hosts than to act on their own behalf, so both parties benefit from this.

11. **Have half a dozen people come early.** Then when the first people come there's a small group, and they don't feel that they're the only ones there. These people can be officers who work the door during the evening and they can act as the initial seeds to create clusters of interesting conversation early.

12. **Remember that it's easier for people to stay late than to come early.** Expect your mixer to get off to a slow start, and allow it to extend beyond the formal ending time if people are still enjoying themselves.



CHAPTER 6 – CUSTOMER SERVICE AND REFERRALS

120 Facts You Could Learn About Customers and Prospects

Inspired by Harvey Mackay's trademarked 66-Question Customer Profile

Harvey Mackay, who wrote *Swim with the Sharks Without Being Eaten Alive*, requires his salespeople to fill out a 66-item information form on all their customers. I would guess that it would also be very useful for prospects.

You don't want to be quizzing the customer about a lot of things, some of which might be trivial to them. But you can also gather information about them from their customers and suppliers, banks, newspapers, trade publications, news reports, receptionists, secretaries, and assistants.

One benefit of having this information: If you have salespeople or account managers working with you, when the person dealing with that client leaves, the information about the customer stays in your shop. So, whoever deals with them next has a running start in terms of knowing who the person is. In general, there should be a file with notes on the relationship, purchases, problems, and so forth.

Date created: _____ Date last updated: _____

Date: _____ Discussion: _____

Date: _____ Discussion: _____

Date: _____ Discussion: _____

Customer Information

- | | |
|---------------------------|--|
| 1. Customer's name _____ | 11. Hometown _____ |
| 2. Nickname _____ | 12. Physical condition _____ |
| 3. Job title _____ | 13. Physical description _____ |
| Social Security No. _____ | 14. Other physical characteristics
such as back problems _____ |
| 4. Company name _____ | 15. How does customer like to be
contacted: phone, fax, in person,
letter, e-mail? _____ |
| 5. Company address _____ | 16. Preferred time of day? Of week? _____ |
| 6. Home address _____ | 17. Secretary's name _____ |
| 7. Home phone _____ | 18. Assistant's name _____ |
| 8. Business phone _____ | |
| Fax _____ | Education |
| e-mail _____ | 19. Name of high school graduated
from and year _____ |
| 9. Birthdate _____ | |
| 10. Birthplace _____ | |



- 20. College attended _____

- 21. Year of graduation _____
- 22. Degrees _____
- 23. Honors _____
- 24. Advanced degrees _____
- 25. Fraternity or sorority _____
- 26. Sports _____
- 27. Extracurricular activities _____

- 28. If no college attendance, is there sensitivity about it? _____
- 29. Any other training instead of college? _____
- 30. Military service _____
- 31. Discharge rank _____
- 32. Attitude about the service _____

Family

- 33. Marital status _____
- 34. Spouse's name _____
- 35. Spouse's education _____
- 36. Does spouse work? _____
- 37. Job title _____
- 38. Approximate income _____
- 39. Spouse's interests _____

- 40. Wedding anniversary _____
- 41. Children (with names and ages)

- 42. Does client have custody of children? _____
- 43. Children's education _____

- 44. Children's interests _____

- 45. Jobs held by children _____

- 46. Problems with spouse _____
- 47. With children _____

Business Background

- 48. Previous employment in backward chronological order:

- 49. Previous positions at the present company and job titles _____

- 50. Approximate job income _____
- 51. Are there any status symbols in the person's office? _____
- 52. Professional or trade associations

- Have they been an officer, or had any honors from them? _____
- 53. Who are their mentors? _____

- 54. What business relationships does the customer have with others in our company? _____
- 55. Comments about the relationship

- 56. How does the client feel about his or her own company? _____

- 57. What does our client want to do in the long term in business? _____

- 58. What are his or her immediate goals? _____

- 59. Does this customer put the welfare of his company or himself highest now? _____



60. Are they present- or future-oriented? _____

Special Interests

61. What clubs are they members of?

62. Can you join? _____

63. Are they politically active? _____

64. Are they active in the community?

How? _____

65. Religion? _____

66. What items should not be discussed with the customer? For instance, is he or she a recovering alcoholic? _____



100. What general business magazines does the customer read regularly?

101. What newspapers? _____

102. What trade magazines? _____

103. Does the customer like receiving clippings on business? _____
104. Who does the customer want to impress? _____
105. How does the customer want to be seen by the people they want to impress? _____
106. How would you describe the customer? _____
107. What is the customer proudest of?

108. What is the customer's long-term personal objective? _____

109. What is the customer's short-term personal goal? _____

115. What are the key problems the customer sees? _____

116. What are the priorities of the customer's management? _____

- Any conflicts between the customer and their management? _____
117. Can you help with these problems?

- How? _____

118. What competitors does the customer work with? _____

119. How close is their relationship?

120. What suppliers to the customer do we know?

Customer and You

110. Are there any moral or ethical issues involved in working with this customer? _____
111. Does the customer feel any obligation to you, the company, or the competition? _____
What? _____
112. Does the sales proposal you're making require the customer to change a habit or do something unusual? _____
113. Is the customer overly concerned about the opinion of others? _____
114. Is customer or prospect very self-centered? _____
Highly ethical? _____

Additional Notes

Here are some of the ways that Mackay uses this information: By knowing a birthday, the customer can get a birthday card and be invited out to lunch that day. By knowing the hometown, you can clip items about that person's hometown and send them to them. Education will make connections sometimes, whether you went to the same school or had the same teachers. Knowing their children's interests allows you to discuss things dear to people's hearts. Knowing the person's interests allows you to pass along things that will support them.

Mackay says his salespeople make twice the average in their industry, and the main reason is the 66 items of information they collect.

Mackay's company more recently started keeping a similar profile, but more financially oriented, on their major competitors.



CHAPTER 7 – SELLING

Classic Sales Letter

This is an old sales letter that has been very effective. I think it derives its effect from cutting through the B.S., recognizing that people are busy and don't want to see salespeople.

Dear _____:

Management is a series of interruptions, which are constantly interrupted by more interruptions.

That's one of my favorite business quotes. That's why I wrote rather than interrupt you with a phone call or by just dropping by.

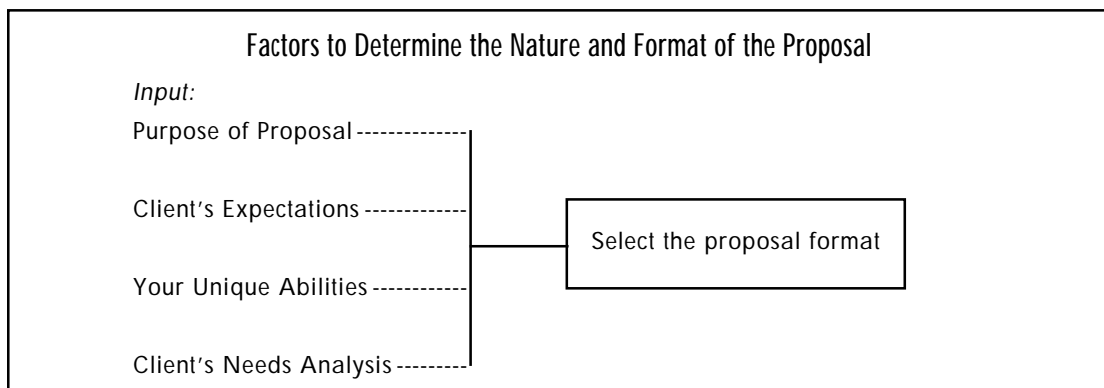
I want to meet with you to discuss two ideas that have helped increase my clients' advertising effectiveness by up to 70%. Think of it...the same advertising dollars you're spending now, working that much better.

It can happen when you know the five basic elements of advertising success, which I will address when we meet.

I'll call you within the next couple of days to ask for a short meeting.

Sincerely,

P.S. I did not get into this business to be an interruption in your day. When we meet, I'll bring you information you can use immediately.





will be done, when it will be done, the résumés of the principal workers, etc.

While a proposal must often show people how you'll do the work, remember that it's essentially a marketing tool. It's designed to sell your services, and to convince people that they want to work with you. You have to show people enough detail to convince them that you can do the job, But your real job is to convince them to hire you.

Like a business plan seeking venture capital or a personal sales call, your proposal must position you in a unique regard so that a competitor could not carry out your proposal the way you detail. If your services are generic, the potential client might as well just take the lowest bid. It's up to you to show people why you have unique capabilities for meeting their needs.

Proposal Styles and Politics

One reason it's a bad idea to do a proposal when you don't know the people involved is that you may not understand both their needs and their approach or style. Some people are engineering or technically oriented, and they want many technical details. If you're dealing with an engineering audience this is often the case. Other people are very practically oriented, they just want to believe that you can solve their problem and don't want to be bothered with all the details. You need to make them comfortable working with you and build your general credibility.

You also have to make a distinction between the people who solicit the proposal and the people who actually make the decision. Is the decision going to be made on staff review of technical criteria or is it going to be based on the comfort level of the CEO in working with your company? Some decision makers are interested in not rocking the boat, bringing in suppliers who fit the general pattern of the industry. Others have the vision of new ways to do things and are looking for cutting-edge approaches.

It makes a big difference in how you position yourself. By carefully constructing the index of any larger proposal you can make it easier for people to find the types of information they want. For instance some will look





Sample Cover Letter with a Proposal

To: _____

From: _____

Re: Increasing your productivity in _____ area.

As I understand your current problem, you are not able to be as effective as you'd like in _____ area. I believe that we have an approach that can markedly increase your productivity there. [Next provide no more than one paragraph of technical details why your approach is the best.]

[The next paragraph should talk about benefits to the user.]

I estimate that this approach will save you _____ hours and _____ dollars over the next year. Since our cost will be only _____ you should see an immediate return on your investment.

Another Sample Letter

Date

Mr./Ms. _____
Director _____ Systems
_____ Company
Address

Dear Mr./Ms. Smith,

I very much enjoyed our meeting last Monday. As I understand what you said you are looking for ways to greatly increase the speed and cost-effectiveness of your legal services at no increase in budget.

Today legal costs are escalating out of sight. We agree with your perspective that steps need to be taken to control them. We have a custom program which guarantees legal costs within defined parameters.

If you'd like to get started inexpensively we can do a low cost analysis of your legal needs for the next year. It will take us about a week of interviews with your top executives and then we will come up with an exact budget guarantee for the next year. The cost for our analysis is only _____ dollars and you get a 53-point, 20-page report that you'll find valuable even if you decide not to use our full services.

Attached are more details about our successful experience with other companies like yours, and brief descriptions of how we structure the service to control your legal costs to protect you in today's litigious market place.



An Outline for a Two- to Three-Page Letter Proposal

1) The Problem. Restate the problem that causes the client to need services. If you can also add a positive benefit which will accrue from solving the problem, do so.

2) The Benefits the Client Will Reap from Working with You. Keep them in terms of how the client benefits, not how your service benefits anyone. Some of the benefits most people should receive from your services are: increased profits, decreased costs, decreased problems, or increased opportunities.

3) The Solution. Here you describe some of the more “technical” aspects of how you



CHAPTER 8 – SPEAKING

Sample Questionnaire to Be Given to Individual Asking You to Speak (inspired by Dottie Walters's questionnaire)

Title of talk _____ Date _____

Start time _____ End time _____

What happens just before the talk? _____

What happens right after the talk? _____

How will the audience be dressed?

Is there a conference theme? _____

The purpose of this meeting (awards banquet, annual meeting, etc.)

What would you like this presentation to do for your group?

Introducer's name _____ Phone _____

Is there any publicity work I can do for you (by phone before the event, or radio and TV while at your event)?

How many photos do you need for publicity? _____

Who are the other speakers on the program?

Speaker _____ Topic _____

Speaker _____ Topic _____

Speaker _____ Topic _____

Speaker _____ Topic _____

What speakers have you used in the past who covered topics related to the current material? _____

What did you like and/or dislike? (No names necessary.)

Who are three main movers and shakers of your group who will be in the audience? (I may like to talk to them to find out more about your audience.)

1. _____ Phone _____

2. _____ Phone _____

3. _____ Phone _____



Sample Questionnaire (continued)

About the Audience

Number expected _____

Percentage male _____ Percentage female _____

Spouses coming: Yes No Average age _____

Annual average income _____ Income range _____

Educational background _____

Are there any special challenges or breakthroughs in your industry or organization?

What three problems or issues are most important to your audience?

1. _____

2. _____

3. _____

Some Ways to Overcome Fear of Presentations

1. Start small. Practice with small talks that won't be life or death.
2. Work your way up to bigger presentations.
3. Believe in the message you're presenting and focus on the ideas that can help the audience.
4. Know your material so well that even if you're nervous you won't forget it.
5. Get lots of practice.
6. Anticipate problems and be prepared for different possibilities.
7. Get familiar with the room that you're presenting in. Make it your territory.
8. Visualize yourself being successful and speaking well.
9. Address your talk to one particular person with a friendly, responsive face, or someone you know.
10. Forget yourself. Think about the message and how the audience is receiving it.
11. Give yourself positive reinforcement. Don't focus on negative possibilities. Congratulate yourself when you do a reasonable job.
12. Talk to people informally before the talk or meeting. Get comfortable and learn a little about their interests.
13. Use isometric exercises to release muscle tension. Push against a doorway and then relax, for instance.
14. Talk to one person at a time and change your focus as you go around the room.
15. Have a good opening down pat to get into the talk while you're most nervous.
16. If you're dependent on sound, lighting, or visual systems, double-check them ahead of time.



How to Outline a Talk

1. Start with a catchy title that says what you're doing.
2. State the purpose, such as to convince people of the main theme.
3. Have an introduction.
4. Get their attention. Motivate them to be interested in the topic.
5. Tell them the direction in which you're going and why you think the information is valuable to them.
6. In the body, repeat the main theme, then list three or four supportive points. Under each of these, list the elaborations and sub-points.
7. Have the summary. Restate the main theme, summarize the main points from the body, provide your prospective or recommendations, and finish with a quote or other clear ending.

Using Audio-Visual Equipment:

1. When you're relying on audio-visual equipment, test all the equipment ahead of time.
2. Have spare bulbs.
3. Know how to operate the equipment, and know who will handle it.
4. Once the equipment is set up and tested, keep your eye on it.
5. Leave the equipment off until you're ready to use it.
6. Face the audience when you're talking, not the screen.
7. Don't repeat material that's on the visual; say it in different words.
8. Keep the visuals moving; people can read them faster than you can.
9. Explain to people why you're showing them the next chart before putting it on.

Organizing Ideas With a Simple Storyboard

Many fields use what are called storyboards. If you have a lot of different ideas or supportive points to organize in a presentation, this method will fit some people's styles, not others.

Try writing each idea or point on a Post-It note. Then, stick them on a blackboard, whiteboard, piece of paper, or even your desk top, organized as you plan to give your talk. This allows you to move them around until you find the best presentation flow, and to see missing points and support that you need to fill in.

An old saying about presentations is: Tell me and I forget. Show me and I retain. Involve me and I understand. I've also heard it as: I hear and I forget. I see and I retain. I do and I understand. Of course, the point is, don't just talk to people. Show people, lead them, and get them involved.



CHAPTER 9 – NEWSLETTERS

Prewritten Articles

ClipEdit, Dartnell Corporation, Chicago, IL; (800)621-5463 ext. 271. [\$48 per disk.]

The CopyWriter, Narrative Strategies, Cambridge, MA; (617)661-1839. [\$98/year for quarterly 16-page issues; \$48/year for quarterly 8-page issues of *JustCopy*.]

Pages, Pages Editorial Services, Inc., 300 North State St., Chicago, IL 60610. [\$185/year, monthly 28-page issues.]

Clipping Services

Vincent Morasco, 3 Cedar St., Batavia, NY 14020. [\$5 per clip used]

Bacon's Clipping Bureau, 332-T South Michigan Ave., Chicago, IL 60604; (312)922-2400.

MCI, 2560-T North 1st St., San Jose, CA 95131; (408)922-0250. [Does electronic clipping from on-line material.]

Luce Press Clippings, 420-T Lexington Ave., New York, NY 10170; (212)889-6711.

Burrelle's Press Clipping Service, 75-T E. Northfield Rd., Livingston, NJ 02039; (201)992-6600.

Resources

Select Press (P.O. Box 37, Corte Madera, CA, 94920; (415)924-1612) offers four levels of help.

1. Complete custom newsletters for your company (from research and interviews through printed product).
2. General business management newsletter (customized with your nameplate and masthead, and an exclusive to your geographical area).
3. Filler service with articles to choose from on business, health, communication, etc.
4. A postcard mini-newsletter with business, health, consumer, and humor topics.

Stock Newsletters

Dartnell Corporation, Chicago, IL; (800)621-5463 ext. 208.

"Free" Publications on Marketing

The following publications are free to qualified subscribers. You'll have to fill out a card answering demographic questions about your company first.

Target Marketing, P.O. Box 1575, Riverton, NJ 08077-7175; fax (215)238-5412.

Direct, P.O. Box 1023, Skokie, IL 60076-8023; (847)647-0771.

DM News, Mill Hollow Corp., 19 W. 21st Street, New York, NY 10010: Tel (212)741-2095; Fax (212)924-6305.

Newsletter Publishers Association

National office: 1401 Wilson Boulevard, Suite 207, Arlington VA 22209; (703)527-2333.

You can visit local chapters for the cost of a lunch, rather than joining immediately.



Postcard Newsletter

Your newsletter can be as small as a postcard. Fill it with interesting trivia, tips, jokes, or sayings.

Your logo, name, address, and phone number here

Discuss travel plans on a need-to-know basis. Those answering an office phone should not disclose that you are on a trip or how long you will be away.

Tennis balls are a valued gift by Europeans, because they're so expensive there.

Genetics is the study of which parent's family can be blamed for their teenager's behavior.

Want to negotiate a discount at the hotel's front desk? Always avoid a crowd. Allow the hotel staff to give you a special rate without interfering with their other customers.

When all is said and done, a lot more is said than done. —Lou Holtz, Notre Dame football coach

Take lunch breaks at 1 pm, 2 pm, or later. You get more work done from noon to one.

Buried under paper? Update and eliminate or you'll accumulate.

Tofu may reduce the risk of prostate cancer. A high intake of foods rich in isoflavonoids (lentils, peas, beans, dried fruits, and particularly tofu) inhibit growth of cancer cells.

Quality efforts should be tied to early results. Clear goals produce early results and long-term efforts will be energized.

An apple a day keeps the dentist away. Apples crush into spaces between teeth, dislodging the cavity creators and stimulating saliva flow to fight plaque.

The older I grow, the more I listen to people who don't talk much. —Henry Ward Beecher

You can support local charities with an "in-kind" donation. You give goods or services. The law generally allows you to deduct an amount equal to your average sale price on the item.

The more money people make, the more they want—and the more they want, the harder it is to achieve long-term happiness.

Near the end of the week, ask for the lower weekend car rental rates. Many companies extend these rates from Thursday through Sunday, but you have to ask for them.

Use a stopwatch to document your time. Pick one item a day and record how much time you actually work on it. You'll often be shocked at how little time your priorities actually get.

You may use this postcard newsletter, in whole or part, now. For continuing postcard material, Select Press can sell you material (415-435-4461).



Editorial Material You Can Use or Modify in Your Newsletter

Travel plans: A private matter

High on the list of travel safety tips is this caution: Discuss travel plans on a need-to-know basis. Don't tell everyone that you will be out of town for a period of time. Those answering an office phone should not disclose that you are on a trip or how long you will be away. William Ethridge, manager of corporate security, says a traveler should confirm arrivals and destinations with his or her office and family. Stick to an itinerary.

Ask the right questions to improve quality

The traditional approach to quality improvement is to teach improvement of skills. But some contend that skill is not the issue, that people already have the skills they need. Dramatic improvement comes not by teaching skills, but by asking people questions that help to create ownership of the improvements you want.

Many questions have negative effects. For instance, if a supervisor asks, "Why are you behind schedule?" or "What's the problem on this project?" or "Why did you do that?" the response is likely to be defensive. The questions focus on what's wrong and who is to blame so people get caught up in protecting themselves instead of finding answers. Better questions to ask are:

"How do you feel about this project so far?"

"What have you accomplished that you're pleased with?"

"What kind of support do you need to assure your success?"

For better questions, make them open-ended so they can't be answered with "yes" or "no." Be forward-focused, directing energies to what needs to improve.

Use questions to help people. Behind all questions should be the guiding principle: How can I help this person gain more clarity by answering this question?

How to recruit people

If you'd like the people you work with to be more enthusiastic about what you're doing together, you're in the recruiting business. Here are some tips about how to do a better job of "recruiting."

- Understand their needs and motivations.
- Learn about their interests.
- Match their interests with the jobs that need to be done.
- Believe the best about other people.
- Recruit from all departments.
- Always be on the lookout for talent and ideas, and encourage them.
- Develop and use "position" descriptions to make clear the tasks that need to be done.
- Build a reputation for being a fun person to work with.
- Don't use guilt to motivate people.

Overseas customs

Tennis balls are a valued gift by Europeans, because they're so expensive there. While Americans commonly keep their hands in their pockets, it is rude to do this in many European countries. Europeans see three things as American: quality, service, and fun. Most American companies that have been successful in Europe have had a strong base in at least one of these areas.

Negotiating hotel discounts on the spot

There are a number of things you can do to get better hotel rates ahead of time, such as calling the hotel directly and inquiring about their commercial rates. When you arrive in person and want to negotiate, one manager's advice is to be discreet. Always avoid a crowd. Allow the hotel staff to give you a special rate without interfering with their business with other customers.

How to jump-start TQM?

Should quality efforts be tied to early results? Yes, because if you are clear on goals and produce early results, the long-term effort will be energized. Here's a three-step process to jump-start TQM:

1) To begin, ask people to generate specific results in a short time frame. Pick a goal, such as reducing errors, that can be achieved relatively quickly.

2) Once early results are achieved, target the next set of goals. Look for measurable gains that will be part of a total program but provide a short-term payoff.

3) Introduce the quality tools, training, and support material on an as-needed basis. Don't give people a lot of general theory when they don't know how to apply it.

It is management's job to set challenging goals and to help teams succeed quickly with measurable results. Setting goals doesn't mean telling people how to do everything. Selecting the means to achieve the goal is where the creativity of all the team members comes into play.

Late lunches boost productivity

Many workers take lunch breaks at 1 pm, 2 pm, or later. People are eating later because they say they can get more work done from noon to one, regardless of what time of the day their work begins. Other reasons for the trend: longer work days, later breakfasts, and after-work workouts.

Digging out from under your paperwork

The *Information Age* can drown you in raw data. You need to be in the *Communication Age* where you handle information efficiently. If you get buried under pieces of paper and things to do, here's a saying that may remind you of what you should be doing: "Update and eliminate or you'll accumulate."

Don't ruin new workers

When people start a new job with a new company their enthusiasm is often at its highest level. Most companies are so poor at introducing newcomers to their business that they squelch this enthusiasm, rather than tap into it. Talk to people who are new with your company. Let them help design an orientation program that really works.

Old values pay off

Remember the phrase "work ethic"? Sounds a bit old-fashioned, right?



The Japanese recommend food variety for health

When it comes to diet, variety might well be called the essence of life. The Japanese government gives one simple health recommendation to its citizens: Eat thirty or more different kinds of food per day. This makes sense when you consider the types and kinds of foods available and the spectrum of nutrients they contain. Sadly, however, North American adults often omit entire categories of foods like grains, vegetables, or fruit. In the early 1970s, the eating habits of over 10,000 Americans were studied. Researchers found that those whose food choices were the least varied were more likely to have died by the mid- to late-1980s than those who regularly ate foods from five major food groups: meat, dairy, fruits, vegetables, and grains.

Tofu and prostate cancer

Tofu may reduce the risk of cancer. The British medical journal *Lancet* describes a study held to discover why Japanese, Hawaiian, and Seventh Day Adventist men had a very small incidence of prostate cancer. The answer appears to be a high intake of foods rich in isoflavonoids—plant versions of the hormone estrogen that inhibit growth of cancer cells. Isoflavonoids are found in lentils, peas, beans, dried fruits, and particularly in tofu. A lifelong high concentration of isoflavonoids could explain why men from these cultures seldom develop clinical prostate cancer.

An apple a day saves teeth

Dental hygienists at the University of Maryland say you can do your dental enamel a favor by eating an apple after meals. Apples will crush into spaces between teeth, dislodging the cavity creators and stimulating saliva flow to counteract plaque.

Tetanus immunization not just for kids

About 70% of all tetanus cases reported occur in people over age 50. The infection is rare, but often fatal. Anyone who has not had a booster shot within ten years should get one now to update immunity.

Combating employee theft

Workers in retail, most of them poorly paid, often think of theft or sabotage as a way of getting what's owed them. Contrary to what most people think, honesty is not an all-or-nothing trait. Many people readily cheat on their taxes, but would never cheat on their spouses—or vice versa. It's difficult to control theft. Commercial honesty tests aren't reliable. But there are some ways to help deter theft: use surveillance, screen people at hiring, make your expectations crystal clear to employees, set up little traps to see if people take advantage when they think they are safe. The best solution: make your employees feel they are being treated fairly.

Take a deduction to clear out inventory

You can often support local charities with an "in-kind" donation. Instead of giving money, you give goods or services. The law generally allows you to deduct an amount equal to your average sale price on the item. That means if you normally sell wholesale, you can deduct the wholesale price, if you normally sell retail, you could actually deduct the retail price. In addition to clearing out inventory and reducing costs, your company can get good publicity while helping a non-profit organization.

Money and happiness don't mix

People say that money can't buy happiness but that it's the next best thing. Now a study published in the academic journal, *Social Indicators Research*, suggests that the more money people make, the more they want—and the more they want, the harder it is to achieve long-term happiness. The old saying that money can't buy happiness is not just sour grapes from poor people. If your aspirations are focused on material items, money may actually cause unhappiness.

Weekend car rental rates on Thursday

If you have business trips near the end of the week, ask for weekend car rental rates, which are generally lower than the weekday rates. Many companies extend these rates from Thursday through Sunday, but you have to ask for them.

Street smarts

Always remove badges and name tags when leaving a meeting or a family reunion. The badge identifies you as an out-of-towner, and that information could be useful to a mugger or a dishonest cab driver.

A new viewpoint

When aluminum foil originally came out, its package was designed to be placed on the shelf endwise so all labels and information had to be on the end of the box. A creative packaging company designed its box so that the end said nothing. Their product had to be put on the shelf widthwise to be read. They dominated the shelf space until others copied them. In today's age of paying for shelf space in supermarkets, you might not be able to get away with this same trick. But there may be other things in your business that you can turn "90 degrees" to gain an advantage.

Five ways to stop being late

1) Set your watch ahead. 2) Add a time cushion. If the drive should take 40 minutes, allow an hour. 3) Buy a beeper watch. Set it to remind you when it's time to make last-minute preparations before leaving. 4) Ask someone to remind you to leave on time. Ask friends to tell you when your lateness has inconvenienced them. 5) Set up a penalty-reward system. If you arrive on time or early for a week, get your reward. If you are late, pay for it in some way.

September resolutions

Resolutions are traditional at the start of a new year, but September is another good time to take stock of your life. When the children go back to school and summer is officially over, we can focus on achieving goals by the end of the year. September resolutions can help us end the old year on an "up" note. Acknowledge your accomplishments up until now, and use the rest of the time to make adjustments.

First aid for cardiac arrest

When encountering a cardiac arrest victim, call 911 or your local Emergency Medical Service (EMS) before starting CPR. Help from EMS is most beneficial in the first seven to eight minutes after a heart attack starts. This is a new recommendation. Previously, one minute of CPR was considered the first action to take before calling EMS. (CPR is still recommended first for resuscitation of children.)



Quality of sunglass lenses

Hold glasses at arm's length and tilt them slightly. Look at a distant line and move them up and down. If there's any wavering in the line, especially at the lenses' edges, then the lenses are not shaped precisely.

Cut purchase order costs—use credit cards

On average it costs a company \$150 to process a purchase order. It can cost a company \$300 to buy a \$10 item, says Credit Card Management. In one analysis of company payments on purchase orders and bills, 60% of purchases were items costing less than \$500. These items accounted for only 3% of total purchasing expenses.

By giving managers credit cards, bills were paid faster, and the company saved hundreds of thousands of dollars in processing charges for cutting checks and handling purchase orders. Companies experimenting with this in America and England are reporting a large measure of success, even though banks charge them for the cards.

Break down a decision

Break a decision down into importance, risk, and unknowns. Importance is the amount of impact the decision will have. Don't agonize over trivial decisions—just make a decision and forget it. Risk is your analysis of the probabilities for good and bad outcomes. We usually do this intuitively. A clear analysis of what the risks really are can sometimes show that even a worst case scenario will still be worth the rewards. Unknowns are factors that can add to risk. The more unknowns there are, the greater the margin of error that you need to leave for yourself.

Record height to gauge osteoporosis

Parents often measure their kids and put a mark on the wall to keep track of their growth. Now doctors say adults can benefit from charting their height as well. Research shows that the loss of 1½ inches of adult height in a woman can signal bone-density losses of 6 to 12%. Her bones would have the density of someone who is ten years older.

For men, height losses of more than two inches were associated with an increased osteoporosis risk. Shrinking may indicate that bone in the spine is condensing, a clue that the hip bone is weakening as well. Other ways to see how bones are doing include x-ray absorptionmetry and blood calcium measurements.

Procrastination: A nice way to say no

Perhaps there is such a thing as positive procrastination. When people try to lay tasks on you that really shouldn't be done, one way to avoid confronting them is to put them off. If they're wacky ideas from the boss that would just get you all in trouble, the boss may be grateful later. If they're jobs that others should be doing, procrastinating is a way of forcing the tasks back into their court.

Getting over your vacation

Vacations should make us feel more rested, but the reverse is often true. It's frustrating to come back and see the work that's piled up. Sometimes all it takes to get over the back-to-work blues is a change of perspective. Instead of being mad at your job, appreciate the fact that it gave you the resources to take the vacation. Try to be more patient than usual. And be sure to

double check your work. You may make more mistakes than usual.

How to save videotapes

The coating on VHS tapes can loosen over time destroying your recordings. Before storing a tape, rewind from end to end in a high-quality rewriter. Fast-forward and rewind each tape at least once every three years to keep layers from sticking together. Protect tapes from very high or low temperatures. Store at a relative humidity of 40–60%.

Cellular phones too expensive? Reconsider pagers

Cellular phones are a great convenience, but you can get some of the same benefits for far fewer dollars. Pagers are cheaper and can be used to have people call in. If you want still more convenience, you can go with alphanumeric pagers, where brief messages can tell people where to go and what to do. You sacrifice two-way communication, but you save tremendously on cellular phone bills and installation expenses.

Make your own frozen gel pack

Mix three parts water with one part rubbing alcohol. Seal in one freezer bag, then encase in a second bag, and place in the freezer. The more alcohol you use, the softer the pack will be, making it gentler on injuries than an ice pack.

Handling interruptions:

Men freely interrupt and throw in their own ideas. Women avoid interrupting others and wait for breaks in the conversation. This means that they don't get as many chances to say things. Women expect their input to be solicited. Men expect people who have ideas to put them forward, unasked.

Ask questions that encourage fresh input

When you talk to the people who work for you, how do you show that you really want their input? If you ask the same questions, they're probably going give you the same old answers. You'll be no better off than you were before you tried to get input. Ask questions that make people stop and think—you will be more likely to get new answers.

1. What made the company look bad today?
2. What caused you stress today?
3. What took more time than it should have today?
4. What was misunderstood today?
5. What are we paying too much for?
6. What is being wasted?
7. What wasted your time today?
8. What job was more complicated than it should be?

One answer to any of these questions can be the beginning thread that can allow you to unravel the Gordian knot of the status quo in a company or unit.

Stopwatch priority management

How much time do you actually spend on high-priority jobs? Use a stopwatch to document your time. A stopwatch allows you to have a continuous recording mechanism to determine the amount of time spent on your priority items. Pick one item a day and record how much time you actually work on it. You'll often be shocked at how little time your priorities actually get.



Business Quotes for Fax Cover Sheets or Newsletter Filler

A good employee is a valuable resource who can easily be lost forever if placed in a job that is not personally fulfilling and challenging and that does not offer a genuine opportunity for contribution. —Tom Potts & Arnold Sykes, *Executive Talent: How to Identify & Develop the Best*

Our greatest glory is not in never falling, but in rising every time we fall. —Confucius

Time passes at a predetermined rate no matter what we do. It is a question not of managing the clock but of managing ourselves in respect to the clock...the heart of time management is management of self.

—Alec Mackenzie,

The Time Trap: Managing Your Way Out

There are 4 steps to accomplishment: Plan purposefully, prepare practically, proceed positively, and pursue persistently. —Anonymous

Every original idea starts off goofy as hell, then you add to it, take some stuff away, refine it and it becomes a neat idea. —Joe McKinney, CEO, Tyler Corp., Dallas, TX

Teach once, delegate often. Never teach, and you'll always have to do it yourself. —George Lumsden, *Getting Up To Speed: 115 Quick Tips for the New or Future Manager*

Work is an accumulation of easy things that should have been done last week. —Kathy Griffith

If you don't expect the unexpected, you will never find it. —Jurgen Moltmann

The most gifted members of the human race are at their creative best when they cannot have their way. —Eric Hoffer

The older I grow, the more I listen to people who don't talk much. —Henry Ward Beecher

Many a standing ovation has been caused by someone jumping to his feet in an effort to beat the rest of the audience to the parking lot.

—Anonymous

Let our advance worrying become our advance thinking and planning. —Winston Churchill

When all is said and done, a lot more is said than done. —Lou Holtz, Notre Dame football coach

Experience is a tough teacher. It gives the test first and the lesson afterwards. —From Vernon S. Law, former Pittsburgh Pirates pitcher.

People are born with an instinctive desire to learn. Rather than encourage learning, schools and social structures frustrate your interest in it. —Peter Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization*

Speak when you are angry, and you will make the best speech you'll ever regret. —Ambrose Bierce

Always do right. This will gratify some people, and astonish the rest. —Mark Twain

I'm going to live within my income this year, even if I have to borrow money to do it. —Mark Twain

The more things are forbidden, the more popular they become. —Mark Twain

The best argument is that which seems merely to be an explanation. —Dale Carnegie

Daring ideas are like chessmen. Moved forward, they may be beaten, but they may start a winning game. —Goethe

True leaders inspire people to do great things and when the work is done, their people proudly say, "We did this ourselves." —Lao Tzu

The hardest time to succeed with change is when nothing is going wrong. The best time to work on change is when everything is going right. —Rick Crandall

Show me a thoroughly satisfied man and I will show you a failure. —Thomas Edison

I don't want any "YES" men around me. I want them to tell the truth even if it costs them their jobs. —Samuel Goldwyn

Every man desires to live long, but no man wishes to be old. —Jonathan Swift

The Creative Mind is like a parachute—it only works when it's open. —Merrill J. Oster, *Vision-Driven Leadership*

Work is of two kinds: first, altering the position of matter at or near the earth's surface relative to other matter; second, telling other people to do so. —Bertrand Russell

Hard work never killed anybody, but why take a chance? —Charlie McCarthy (Edgar Bergen, 1903-1978)

Problems we face today cannot be solved with the same level of thinking we were at when we created them. —Albert Einstein

Any fact facing us is not as important as our attitude toward it, for that determines our success or failure. —Norman Vincent Peale

Humor

One of the secrets of youth is to lie about your age.

Definition of an opportunist: Someone who sold umbrellas before the Great Flood.

Anyone who thinks Christmas doesn't last all year doesn't have a credit card.

It's still possible to get a high school education. The only trouble is, it now takes four years of college to do it.

It's not so bad sending your kids off to college. The problem is that you have to send most of your money with them, too.

Definitions of meetings: 1) The group of people who keep minutes and waste hours. 2) A group of the unwilling, picked from the unfit, to do the unnecessary.

Last will and testament: Being of sound mind, I spent it all on having fun.

Genetics is the study of which parent's family can be blamed for their teenager's behavior.

Definition of an intellectual: Someone who can listen to Rossini's "William Tell Overture" without thinking of the Lone Ranger.

Waste of energy: Often when someone works up a head of steam over something, all that comes out is hot air.

Beware brown-nosers: Be careful of those who kiss the ground you walk on, they may just be reaching for some dirt.



Newsletter Layouts

Legal Briefs Linder, Bernhard,
& Palmer
ATTORNEYS AT LAW
for the Savvy Consumer

Simple 3-column Newsletter Layout

Jean Brown's
GreenGarden
GREENGARDEN LANDSCAPING • 555/555-5555 • SUMMER 1995

Simple 2-column Newsletter Layout

Robert Moreno
Licensed Therapist
999 A Street, Rialto, CA 99999
555/555-5555

September Greetings!

Here are a few tidbits picked up in my readings over the last couple of months. I hope you find some of them of interest.

Television Viewing Linked to Depression

3 Steps to Get Procrastination Under Control

What Do Married Couples Argue About the Most?

Our greatest glory is not in never falling, but in rising every time we fall. —Confucius

1-page Newsletter on Stationery

HomeNotes

Selling Price of Homes in Your Neighborhood for the Last Quarter

How to Choose an Exterior Paint

Local Nurseries Recommend Most Hardy Drought Resistant Plants

Sarah Klein • Jhin Realty, Inc. • 555-5555

1- or 2-page Newsletter (use back)



CHAPTER 10 – WRITING

Fog Index

One Fog index, by Robert Gunning, is constructed by taking a sample of writing (about 100 words in length). Perform the following steps to get a measure of readability. 1) Count the number of sentences in that sample. 2) Divide the number of words in the sample by the number of sentences. That gives you the average sentence length. 3) Count the number of words with three syllables or more. Do not include capitalized words or combination words that come from simple roots (like “bookkeeper” or “created”). 4) Add the average sentence length to the number of words with three syllables or more and multiply this by .4.

The number you arrive at is an approximation of grade-level readability. A 10 would be accessible to a high school sophomore—a level accessible to most people in the country who read. Anything over 12 is into the college level and is considered too difficult for most people to easily and enjoyably comprehend.

Other measures of Fog estimate how formal or personal your language is. There are many ways to calculate formulas like this, but the one above will give you a rough idea of how readable your material is.

How to Analyze Your Graphics

Your design should seek to achieve:

1. *Clarity.* Simple to read. Easy to see the highlights.
2. *Balance.* But not simplistic with everything centered.
3. *Consistency.* The look and feel is consistent throughout, using innovative type faces for instance.
4. *Color.* Use color to highlight important elements.
5. *Light space.* Use to attract the eye. If it's lines of type, the appropriate number of lines between the type. If it's graphic images, don't crowd them.
6. *Type face.* Use a proper sized type face for the width of the page (the wider the page or column, the larger the type face). Use serif type face for the main body of writing. Don't use all caps or reverse type.
7. *Quality of graphics.* Showing good style, good sense of balance, color, perhaps a quality element added like a spot of color, embossing. The outcome of your graphics.
8. *Physical execution of your design.* The main body should be of clean type, clean graphics, not smeared, blurry, or dull edges.
9. *The Image* you want that fits your service, and that subtly communicates exactly what you want to communicate.
10. *Visibility.* When people look at it they see what it is and it attracts their attention.
11. *Total impact.* It passes the inter-ocular trauma test. When they look at it, it hits them right between the eyes.



Checklist for Analyzing Your Sales Letter

- Does the headline or first sentence attract attention? Does it promise an important benefit?
- Do you hold interest by expanding on the key benefit?
- Have you appealed to the emotions to arouse desire and motivate action?
- Have you provided logical evidence to support the desire?
- Is one idea emphasized so clearly that confusion cannot exist?
- Do you provide details and support for your idea?
- Have you included specific testimonials from people like your audience?
- Do you offer a guarantee?
- Are paragraphs 7 lines or less?
- Have you closed with a final bid for action indicating why the prospect should respond now?
- Have you included a PS with a summary offer?

Sales Letter Templates

Two Letters, Offering a Special Deal or Incentive

Dear _____:

Just a note to let you know how much I've enjoyed working with you on your projects. The challenge and type of work are in many ways as important to me as simply selling my services.

As a token of my regard, I just happen to have come into a _____ [for instance, a case of fine wine, etc.] or: I've just decided to test a new program. Because you're one of my favorite clients, I wanted to offer you a free hour of consulting to get your feedback on my ideas for this program.

Then, either: Please enjoy the wine, and I look forward to our next conversation, or: Even if you can't talk to me about this program, I look forward to our next conversation.

Dear _____:

I have a very special offer for you, one I'm making available to only a few of my clients.

[Go on to explain that it's a seminar or a special way to purchase your services.]

I hope you'll join me for this special event. I'll look forward to seeing you.



CHAPTER 11 – PHONE & FAX

A Telemarketing Script to Set Appointments for a Service Provider

Hello, I'm _____, calling for _____. Do you have a minute to talk? _____ helps companies like yours _____. Would you be interested in a free meeting at your facility for him/her to give you a little feedback on any problems you may have?

Or

He/She's offering a free assessment session. She comes to your facility and covers a 25-point checklist that you may find helpful for gaining perspective on your company. Who do I talk to in your company to see if this would be useful to you?

Or

We're offering a free assessment session to analyze your _____. Who in your company should I talk to about this?

If you get a yes that someone is interested, then you should have a few questions that qualify them, such as: How many employees in the company? What are their major markets? Or if it's for an individual, questions that allow you to know what category of customer they fall into. For instance, if you're a financial planner, you'd want to know their occupation, how long they've been there, income level if they'll tell you, tax bracket if they'll tell you, and amount of savings or financial goals...things like that.



CHAPTER 12 – ADVERTISING

Media Advertising: Advantages and Disadvantages

Media	Advantages	Disadvantages
Newspapers	Flexibility Community prestige Intense local market coverage Timeliness Reader control of exposure Coordination with national advertising High believability Zoned editions sometimes available	Short life span Hasty reading Poor reproduction Small pass-along audience Demographically skewed towards men, slightly higher income and education
Shoppers	Intense coverage of households in single community Consumer orientation	Not always read
Magazines	Geographic selectivity Demographic selectivity High quality reproduction Long life Credibility Prestige (with some) Extra services (reader response cards) Pass-along audience	Lack of flexibility Long advertising purchase lead time Position not guaranteed
Television	Great impact with combined sound, sight, and motion Mass coverage Repetition Flexibility Prestige	Temporary message High cost High mortality rate for commercials Evidence of public lack of selectivity Fleeting exposure
Radio	Immediacy Low cost Practical audience selection Geographic selectivity Mobility	Fragmentation Temporary message Little research information Lower attention Repeated ads necessary for success
Outdoor Advertising	Repetition Ability to promote products for sale nearby Flexibility Low competition Low cost	Brevity of the message Public concern over aesthetics Low audience selectivity Creative limitations
Direct Mail	Audience selectivity Intense coverage Speed Flexibility of format Complete information Personalization No advertising competition within the same medium	High cost per person Dependency on quality of mailing list Consumer resistance "Junk mail" image
Yellow Pages	Good geographic coverage Used by active shoppers	Your competition can get attention
Online	Can be well targeted Combines many features of other methods above Often priced on a per inquire (click thru) or per order basis	Can be confusing Not everyone is online Changing fast



Yellow Pages Checklist

1. Provide as many facts about yourself as possible without having the ad look crammed.
2. Make your ad look and feel classy.
3. Make your ad as personal as possible.
4. Say whether you accept credit cards or have other unusual terms.
5. Have a strong headline to get attention.
6. Give people the reasons they should buy from you.
7. Design your ad yourself or with professional help even if the Yellow Pages people produce it for you. Don't accept the first thing they produce.
8. Don't advertise if you can't stand out among your competitors. People normally call three ads: the first ones, the biggest ones, or the ones that grab their attention. Try to have an ad half the size of the biggest ones that get more attention because of a great headline or offer.
9. Try to include a photo or graphic to catch the eye and to convey part of your message.

Letter Ad Using Personal Style

Here are some ideas for doing a column type of advertisement such as the one for the chiropractor in the Advertising chapter

I've been in our community for _____ years . I've seen many changes, some good and some bad. As a _____ I like to feel that I can contribute to the community both in working with individuals and companies, and as a citizen serving on the boards of _____ and _____ and contributing my time to the school and _____. In this column I'd like to share a few ideas from my field that you might find usable.

Then would follow a brief set of tips or a brief article on your expertise that might help them to take care of their trees better, handle their legal affairs, buy or sell a house, buy insurance better, etc. Anything you might put in your newsletter could go in a paper designed like a column. This could include humor, trivia, how-to's and personal opinion. See the Newsletter chapter for more ideas that you can use for an advertisement of this sort.

Card Decks

Venture Communications in New York (212-684-4800) is probably the biggest company that does this as I write. They not only have card decks of their own, but they manage them for others. Since the postage on 30 cards is about the same as on 60 cards, their cost to put another card in for you is quite low. I once owned a card deck and while one card sold for \$1,000 to \$2,000, my actual costs to add another card, once I had my basic deck done was something like \$150, as I recall. With Venture, you pay a fixed amount—say \$5 or \$10—for each response to your postcard ad.



Sample Headlines

Each of these headlines can be varied in a number of ways. Even if you don't follow the exact structure of one, it can remind you of other things. If you look at the headlines we've dealt with so far, many use a question or a "you" to involve the reader. They promise benefits, and have mystery and surprise. They lead you to want to read the ad. They're specific. They use how-to. They promise you new information, entertainment, status.

Your job is to design them to attract the appropriate kind of people for you. The fun thing about headlines is that you can test them on people. You can type each one on a separate piece of paper, and ask people which one would make them want to read further. Ask people who are like your clients, or your actual clients, and then go with whichever one they like. If you're having trouble writing them, they might suggest some variations and edits for you, too, once they get going.

Now, let's do some more. Hopefully, you're getting the knack and actually filling in some headlines that could work for you. You'll have 45 or 50 with which to play, after you get through this section.

21) "How I Made a Fortune with a 'Fool Idea'"

How I Made a _____ with _____"

It could be a story by one of your clients saying, "how I took care of my problems in this area." A related headline would be: "I Thought I Was Taking a Chance When I Turned Over My Problems to _____" (your service).

22) "Thousands Have This Priceless _____—but Never Discover It"

This could be "Thousands Have a Chance to Avoid This Problem, but Don't Know How."

23) "Whose Fault Is It When Children Disobey?"

Whose Fault Is It When _____
_____?

This may appeal to people's guilt, or it can be turned around. You can say, "Whose Fault Is It When You Don't Close a Sale?" "Whose Fault Is It When Your Clients Don't Realize How Much You Do for Them?" You have to know your audience to pick out the things they'll be concerned about. There's a backward promise here; you're promising to help children obey, or whatever applies to you. Of course, this headline could be used for a clinical psychologist or MFCC, as is.

24) "How a 'Fool Stunt' Made Me a Star Salesperson"

How a _____ Made Me a _____

Here, again, we are dealing with the fear of ridicule, suggesting that people take a chance. You could almost change this to be: "By Taking a Chance, You Can Cut Your Accounting Costs in Half."

25) "Do You Have These Symptoms of _____?"

This doesn't have to be a doctor. It can be, "Do You Have These Symptoms of Organizational Bloat?" "Do You Have These Symptoms of Slow Decision Making?" "Do You Have These Symptoms of Stifled Creativity?"

26) "Guaranteed to Do _____ or We Pay You the _____"

This could be "Guaranteed to Win Your Cases or No Charge," or "Guaranteed to Save You Money Over Competitors or We Pay You Double the Difference." It could also be "Guaranteed to Improve Your Con-



struction Planning or We Pay the Cost.” So, a big-guarantee promise.

27) **“Do You Have a ‘Worry’ Stock?”**

Do You Have a “Worry” _____?

This might work for a stockbroker. Let’s adapt this to a lawyer. “Do You Have a ‘Worry’ Employee?” “Do You Have a ‘Problem’ Employee?” “Do You Have a Secret Worry?” “Do You Need Someone with Whom to Share Your Secret Worry?” This could be a therapist, an accountant, a business consultant, etc.

28) **“How a New _____ Does Y in Only Z”**

How a New _____ Does _____ in Only _____

“How a New Incentive Plan Can Double Your Output,” “How a New Employee Can Reduce Your Stress in Only Two Weeks Because of Our Computer Training.”

29) **“161 Ways to a Man’s Heart—in This Fascinating Cookbook”**

_____ Ways to _____—in This _____

There are a lot of titles, nowadays, of books, “1,001 Ways to Reward Your Employees,” “1,001 Ways to Market Your Book”. “101” used to be a pretty big number. “161” here is very specific. When people pick an odd number, you assume there are very specific things; in this case, 161 recipes, no doubt. You might be able to promise 37 ways to reduce worker comp costs or 53 ways to avoid litigation. It’s particularly good for cost-cutting. I don’t know if you can promise 173 benefits, although the books with 1,001 ways to sell your book or reward your employees do just that.

30) **“Profits That Lie Hidden in Your _____”**

Profits That Lie Hidden in Your _____

It could be “Profits That Lie Hidden in Your Employees” (for an employee consultant), “Profits That Lie Hidden in Your Cost Structure” (for an accountant), “Profits That Lie Hidden in Your Litigation Expenses” (for a law firm), etc.

31) **“Is Saving Time Worth Learning Speed Reading?”**

Is _____ Benefit Worth _____ to You?

32) **“Everywhere Women Are Raving About This Amazing New _____”**

Everywhere _____ Are Raving About This Amazing New _____

“Customers Are Raving About This Amazing New Service.” Maybe the word, “raving” is too strong for you. “Everywhere People Are Talking About Our New Approach to Construction,” “...to Technology,” “...to a New Computer.”

33) **“Do You Do Any of These _____ Embarrassing Things?”**

This is much like the Mistakes in English headline (Chapter 12). If your audience has specific worries or concerns, this allows you to address all of them at one time in your headline, without having to choose one out of many.

34) **“Six Types of _____—Which Group Are You In?”**

This could be “Six Types of Customers,” “Six Types of Lawyers,” “Six Types of Business People,” “Six Types of Cities—Which Type Are You?” It also allows you to give people a little test or show your knowledge, give them a little bit of trivia or a bit of information they didn’t have. Everyone likes to score themselves or hear about themselves.



35) **“Add _____ Dollars to Your Business for Only the Price of _____”**

So you could say, “Add Three Staff Members to Your Business for Only the Price of One Temporary.” In fact, a consultant I saw recently said, “Add Our Expertise to Your Business for Only the Price of a Minimum Wage Worker.”

36) **“Does Your Child Ever Embarrass You?”**

Does Your _____ Ever Embarrass You?

Another one that could be used directly for a child psychologist. It could also be, “Does Your Building Ever Embarrass You?” “Does Your Car Ever Embarrass You?” “Do Your Employees Ever Embarrass You?” It can be anything.

37) **“To People Who Want to Write—but Can’t Get Started”**

To People Who Want to _____—
But Can’t Get Started

“To People Who Want to Get Their Taxes Done on Time—but Can’t Get Started.” “To People Who Want to Get Their Taxes Done—but Got Started Too Late.”

This would appeal to people who want a consultant to come in, or a program to help them get moving.

38) **“Throw Away Your Oars!”**

Throw Away Your _____!

This one was for an outboard motor long ago, when people still kept their oars as a backup in case the motor stopped on them. Here, they were claiming such high reliability that you could just toss your oars away and never have a problem. It’s harder to modify, but we could still adapt it: “Throw Away Your Worries About _____.” “Get Rid of Your Employees. (Hire Our Temporary Service and Lease Them Back

Through Us.)” “Get Rid of Your Office, Work Out of Your Home on the Internet.”

So, even a very specific commercial like this can suggest ideas.

39) **“How to Do Wonders with a Little Silver Polish”**

How to Do Wonders With a Little _____

This could be, “How to Do Wonders with a Little Time,” “How to Do Wonders with Our New Service,” or “How to Do Twice the Business with a Little Attention.”

40) **“Who Else Wants _____ [Benefit]—in Half the Time?”**

Again, this promises that you have other cases in which you’ve delivered. The benefit can be anything. “Who Wants to Save Time—at Half the Cost?” or “Who Wants to Cut Accounting Costs—in Half the Time?”

41) **“Hire No Consultants Until You’ve Seen Our Risk-Free Offer”**

Buy No _____ Until You’ve Seen This Sensational _____

42) **“Call Back These Great Moments at the Opera”**

Remember When _____ Were _____

Here’s another one that’s very specific, selling recordings of the opera. (One of my favorite fake commercials was, “Get Our Recordings of Every Song Ever Recorded.” Instead of sending you 4,000,000 albums, they simply recorded them all over each other on one record, so it sounded totally incoherent!)

What else could people be nostalgic about? “Call Back Those Great Moments in Your Marriage.” “Remember When Liability Costs Were Nonexistent?” “Remember When You Loved Going to Work?” The idea of reminiscence suggests many things.



43) “Our New _____ Gets You Compliments Galore”

This could have been, “Our New Seed Gets You Compliments Galore About Your Crop.” In the service area it could be, “Our New Accounting Reports Save You Time” (It doesn’t have to be “compliments,” it could be any benefit). For instance, “Our New Software Could Get You Promoted!”

44) “Imagine Me...Holding an Audience Spellbound for Thirty Minutes”



CHAPTER 13 – ONLINE MARKETING

Online resources change so frequently that you'll have to check each one. However, each resource will often link you with many others.

Free Publicity

PR Newswire	prnewswire.com
Internet Wire	internetwire.com
NewsBytes	newsbytes.com
PR Web	prweb.com
Web Wire	webwire.com
Internet News Bureau	newsbureau.com
distributes e-mail PR	eworldwire.com
list	freepress.com
directory of media and free sample	gelbieinc.com/misc/bizprom.htm

E-mail

E-mail list brokers and reps	copywriter.com/lists/brokers.htm
Opt-In and Voluntary E-Mail Advertising Lists	copywriter.com/lists/adlists.htm
list of many free e-mail services	mail.check.com
rents lists and you can sign up for them/ 20¢/name mailed	postmasterdirect.com
list of lists	webcom.com/impulse/list.html
run your own mail list	listbot.com
global remove list	http://mailblock.com
multilists	onelist.com

Web Site Help

register a domain name	register.com
free code to count site visitors	thecounter.com
type your URL and find out who is linked to your site	altavistadigital.com
\$15/hour E. European Web designer	tsunamiWeb.com
register your site name in multiple countries	vi.net
	netnames.co.uk
get links to your site	linkomatic.com
Web site promotion	profitalk.com
	http://profitinfo.com/ortindex.htm?Fp
free site "checkup"	websitegarage.com
free autoresponder	smartbot.net/myreply.com
free html tutorials	htmlgoodies.comfree
Web graphics like "buttons"	cooltext.com

Note: all addresses begin with http://www unless listed as http:// only.



Ezines

how to do an ezine

list of ezines

all about ezines

info

list

list of ezines

lists 600 free ezines

free ads included for ezines

ezine directory

top 100 ezines

list your ezine

ezine.com

dominis.com/zines

<http://aae.freesevers.com>

ezinefactory.co.za/

<http://ezinerearch.com>

meer.net/~john/e-zine-list

site-city.com/members/e-zine-master

intersuccess.com

gizmonet.com/pufbform.htm

mmgco.com/alist/

new-list@listserv.nodak.edu

neosoft.com/internet/paml/newsletter-library.com.ven.htm

e-zinez.com/index.html

argusig.com/zine-o-mart/add/

oblivion.net/zineworld/

isobey.com/low/

<http://home.earthlink.net/~blitop3/>

<http://list-city.com/>

<http://foxcities.com/webpromote>

Submit your ezine to this index.

directory of ezines

directory

an excellent resource in support of Ezines as the 'real' pushtechology

a comprehensive directory of "advertiser friendly" ezines and newsletters

services and directories for ezine

publishers. Help in finding advertisers

directory of e-zines that accept advertising

Marketing Info

one-to-one Web Marketing

free software for Web marketing

marketing

100 articles on Internet marketing

marketing services firms; PR releases;

has newsletters

marketing material

small business resources

marketing information

1to1Web.com

free-creations.com

successplace.com

williecrawford.com/submitfree/html

gapent.com

marketingtips.com/t.cgi

isquare.com

promotion101.com

Miscellaneous

search engine and site for home businesses

Key published sources on Internet Marketing Scholars; dompiled bY Prof. Donna L. Hoffman

excellent resources lists

data on European companies from phone books

list of trade shows

sends 25 ads together for \$49

to either bus opps or bus services

www.homebusinessonline.com/connect/webdex

<http://www2000.ogsm.vanderbilt.edu/>

www.global-homebiz.com

www.infobel.be/inter/world.asp

isquare.com

webthemes.com/bulk/html



links to top 10 ad sites online	http://subiz.com/toptenads.shtml
1/4 million forums	forumone.com
list reseller programs	associateprograms.com
pays you to look at advertising	Ipayyou.com
search business journals for business topics	amcity.com
search engine for Internet mailing lists	listsnet.com

Search Engines

meta search engines	isleuth.com ; dogpile.com
search engine like Dogpile	profusion.com
you can offer this metasearchengine on your site	seeko.com
search engine placement	searchenginewatch.com
search engine placement	www.audettemedia.com/i-search
you pay per click for listing	goto.com

Subscriptions to Ezines

(Many of the free marketing newsletters online are worth what you pay for them! They sell lots of junky ads or promote their own services hard. However, a few are excellent, and there are others with value.)

MarketingEdge newsletter	email RPCrandall@aol.com to receive my occasional newsletter with no ads
I-advertising digest	internetadvertising.org
I-sales digest	audettemedia.com
Guerrilla Marketing group	gmarketing.com

Internet Marketing

Link exchange—moderated discussion	email: subscribe-internet-marketing@maillist.dundee.net
The Idea Station for online pubs with eletters and disc lists promotionworld.com	subscribe@ideastation.com promote Web sites
put subscribe in body of message serveral opt-in lists	informer@oaknetpub.com discussion groups and www.directmarketing-online.com
Success Online Weekly;lots MLM ads	subscribe-ezine@KNDPublishing.com
Mark Joyner	foreverweb.com dmonline@directmarketing-online.com
monthly	insider@onlineinsider.com
irregular; put “subscribe gator” in subject	gator@sitepromoter.com
designed to distribute their research reports on Web mktng. Mostly reader questions that they answer. Screened posts allowed if they like them.	digest@webcmo.com
Link Exchange Digest, on ezine advertising	listcity-on@mail-list.com
marketing ezines	oaknetpub.com



CHAPTER 14 – PLANNING

Preparing Effective Marketing Requires Effective Thinking

Here are some basic questions. The answers provide the foundation for your marketing. This basic thinking increases the likelihood of accomplishing your objectives.

Use the questions below and others to establish a solid foundation for a new marketing program or to review an existing program.

Past/Present Marketing

- What have you done in the past?
- What are you doing now?
- What works and why?
- What doesn't work and why not?
- What are your marketing strengths? Weaknesses?
- Have you developed an overall marketing program or pieced it together with no long-range plan?

Marketplace Orientation

- What is your business?
- What is your current market?
- What is your competition?
- How are you positioning your product or service?
- How are you positioning your company?
- What makes you unique?
- What new markets can be developed profitably?

Company Orientation

- Is your company: market-, customer-, or Product-oriented? Are all employees included in the marketing effort? Are they

told regularly that they are part of the marketing effort?

- Are they given information and training that will help them be better marketers and sellers?
- Do they know the marketing goals? Company goals?
- Are they kept informed of marketing plans?
- Are they asked for suggestions?
- Is one person/department responsible for marketing?
- Are there sufficient resources committed to marketing? Time? Money? People?

Customer Orientation

- Does the customer come first?
- Does the customer know that?
- Do prospects get better treatment than customers?
- Do new customers get better treatment than old ones?
- What does the customer need?
- What does the customer want?
- Why does the customer buy?
- When does the customer buy?
- What benefits do you offer the customer?
- What is the principal benefit you offer?
- What unique advantage do you offer the customer?
- How can you keep a customer from switching TO a competitor?
- How can you persuade a customer to switch FROM a competitor?



Marketing Plan Questions

1. What is the mission of your business? _____

2. What image do you and your service have? _____

3. What specific services do you offer? _____

4. Who are your best customers? What industries are they in?
Where are they physically located, etc.?

5. What are the main needs and desired benefits of your best customers?

6. What is your unique position that gives you an advantage in the marketplace?

7. Who are your competitors? How are they seen by your prospects?

8. What are the most effective ways to gain the attention of your potential clients?

9. What resources do you require to market? _____



Marketing Plan Overview or Table of Contents

1. Executive Summary
2. Marketing Strategy
 1. Strategic overview
 2. Positioning
 3. Target markets
3. Product Line Strategy
 1. Overview
 2. Description of various services to provide the market
 3. Competitive analysis
 4. Differentiation among target market segments
4. Marketing Communications Plan
 1. Advertising
 2. Public relations
 3. Direct mail
4. Telemarketing
5. Networking
6. Visuals needed
5. Sales Plan
 1. Overview
 2. Brochures and collateral material
 3. Training necessary
 4. Recruiting plan for salespeople
6. Support Available
 1. Sub-contractors available
 2. Employees available
 3. Training needed
7. Sales Forecast
 1. Number of new clients forecast
 2. Repeat business forecast
 3. Revenue forecast

A Brief Marketing Plan

1. Select a Target Audience

Who are your customers? Select a target group that is clearly identified and about whom you are knowledgeable.
2. Determine a Communication Objective

What business are you in? What message do you want to communicate to your target audience?
3. Determine Your Key Benefit

What does your customer want? How can your service best meet these needs? What is the key benefit that separates you from your competitors? How can you position your business?
4. Key Benefit Support

What is the proof of the benefit? Why is it believable?
5. Communicate the Key Benefit

What exactly will you say to the target audience? What is your message?
6. Select the Best Means to Communicate the Key Benefit

What modes of communication will you use? What do they read, what groups do they belong to?
7. Evaluate the Results

How will you know how well your marketing efforts have worked? You need goals and a means to determine whether these goals have been met.



12-MONTH MARKETING PLAN

	Conceptual	Relationship	Tactical
Month 1	<ul style="list-style-type: none"> • Send a 3-item questionnaire to customers. • Pick a regular time to "think marketing." • List all features vs. benefits. • Do one mini-plan a week. 	<ul style="list-style-type: none"> • Volunteer for a group which gets you involved and meeting others. 	<ul style="list-style-type: none"> • Train your staff thoroughly on how to greet people on the phone or in person. • Request testimonials from good clients. • List all the objections to buying from you. • Set up a marketing support group.
Month 2	<ul style="list-style-type: none"> • Develop a positioning statement. • Where are your current clients coming from? • Go to at least one library and look at everything on the shelves about marketing. Take notes and take a few items home. As the reference librarian for other ideas or libraries. Go to bookstores and look at the resources available that relate to marketing. Include how to sell consulting services as well as your area. 	<ul style="list-style-type: none"> • Customer service. Follow up the questionnaires with thanks. Take customers to lunch. • Join a sports league which includes some of your customers. 	<ul style="list-style-type: none"> • Change your invoice to include mention of new services. • Put new signs up in your office. • Set up a data base. • Get a specialty ad catalog and look for novel items you could give away. • Write a guest column on your expertise. • Give evening seminars in your office.
Month 3	<ul style="list-style-type: none"> • Mentors. Look for successful people to talk with. • Who are your prime referral sources? 	<ul style="list-style-type: none"> • Offer free coffee and tea to clients in your office. • Call an ex-client and try to bring them back. 	<ul style="list-style-type: none"> • Develop a library of sales tapes, books, and videos. • Change your hours available to include unusual times. • Create a specialized brochure for one service or target audience. • Up to 60%+ of the impact of an ad depends on the headline. Write six new ones and test them with friends.
Month 4	<ul style="list-style-type: none"> • Do on-line research in your customers' areas. • Create a description of your ideal client. 	<ul style="list-style-type: none"> • Create a one-page newsletter for one type of client. • Create a system to recognize the anniversary of when prospects become customers. 	<ul style="list-style-type: none"> • Create an insert of tips on a topic. • Reprint your best ad or PR material. • Create a one-page capabilities sheet for a new service • Figure out what your current phone numbers could spell. • Add an 800 phone number, perhaps that spells out something.
Month 5	<ul style="list-style-type: none"> • Visit groups (Find out about local networking groups, local chapters of associations, alumni groups, leisure groups). 	<ul style="list-style-type: none"> • Throw an open house at your office with wine, cheese & crackers. 	<ul style="list-style-type: none"> • Create your own name tag for events. Keep one in each purse or coat pocket. • Create one new business card perhaps with a particular group of prospects in mind. • Have a good suit or dress cleaned and always ready.
Month 6	<ul style="list-style-type: none"> • Develop a special offer. • Do more detailed client surveys to uncover weaknesses and find opportunities. 	<ul style="list-style-type: none"> • Call 10 people you've been meaning to talk to. • Find a new on-line discussion group. 	<ul style="list-style-type: none"> • Ask for referrals from friends and acquaintances. • Hire someone to set appointments for you. • Do a news release. • Go on a local talk show. • Buy an unusual postcard to send notes on.



	Conceptual	Relationship	Tactical
Month 7	<ul style="list-style-type: none"> • Create an employee marketing suggestion contest. Everybody who submits an idea wins something. 	<ul style="list-style-type: none"> • Give a referral to a colleague who gives you referrals. • Refer business to a client. 	<ul style="list-style-type: none"> • Do a promotional mailing. • Do the same mailing by fax. • Check your Yellow Pages ad, particularly the headline. • Give a guest lecture at a local school. • Go to the library and research local companies.
Month 8	<ul style="list-style-type: none"> • Choose a cause to be an advocate for. • Develop “free samples” of your services. 	<ul style="list-style-type: none"> • Invite several similar clients to a meeting at your office to share business tips. 	<ul style="list-style-type: none"> • Write letters to the editor. • Practice speaking (Toastmasters, college classes). • Do research for PR and articles. • Offer faster service on one service with faster payment. • Create a joint ad with another service provider. • Set up a seminar in your office.
Month 9	<ul style="list-style-type: none"> • Measure the effectiveness of current marketing methods. 	<ul style="list-style-type: none"> • Talk to people in your business "neighborhood." • Talk to competitors. • Sponsor a talk by a visiting expert on a topic for your clients. 	<ul style="list-style-type: none"> • Talk to professional referral sources. • Ask a supplier for a referral. • Gather a list of most often asked client questions. • Create a reference list of recommended books, tapes, and courses.
Month 10	<ul style="list-style-type: none"> • Approach a competitor about mutual referrals. 	<ul style="list-style-type: none"> • Try ways to build better relationships with referrers. • Create a policy of returning client calls within one hour. • Host a party during a nontraditional time of year. 	<ul style="list-style-type: none"> • Develop a brief newsletter just for referrers and industry peers. • Involve employees in "open book" marketing. • Do a seminar with your vendors. • Offer a money-back guarantee for some service. • Write a booklet to give away.
Month 11	<ul style="list-style-type: none"> • Create a contest for the best or worst "something" related to your area—such as building design. 	<ul style="list-style-type: none"> • Send greeting cards to clients or prospects on birthdays and more unusual holidays like May Day, VE day, etc. 	<ul style="list-style-type: none"> • Produce a video of your next talk. • Give subscriptions to clients for Christmas. • Attend a Chamber of Commerce mixer. • Broadcast your press release by fax. • Have a professional picture taken.
Month 12	<ul style="list-style-type: none"> • Provide a new specialized service no one else does. • Develop a “survey of your needs.” 	<ul style="list-style-type: none"> • Enter on-line discussion forums. Send e-mail. • Take a past client to lunch. • Take a current client to a ball game. 	<ul style="list-style-type: none"> • Send a lottery ticket with a note that says, “If you want better odds, talk to us.” • Create an unusual name for a particular service package. • Create a Home Page. • Set up a Fax-on-Demand service to send out literature 24 hours a day. • Barter your services for other services you need (like printing) and ordinarily pay for with hard money. • Donate a certain amount of company time to a charity like answering the phones. (PBS fundraisers give great exposure.) • Sponsor a community event. • Encourage your employees to spread the good word about your service. • Offer free reprints of previously published material.



CHAPTERS 15 & 16 – TAKING ACTION

Worksheet for Finding Prospects

Customer Identification:

1. Which prospect lists, if any, do you rent? _____

2. Which directories do you use? _____

3. Which organizations do your prospects join? _____

4. Which industries are they in? _____

5. Who are their main customers? _____

6. Who are their main suppliers? _____

7. Which law firms, accounting firms serve the customers you want? _____

8. Which media do the customers read? _____

9. How many times, on average, must a prospect be contacted before getting an appointment? _____ A sale? _____
10. What are their main hobbies, sports, or leisure interests? _____



Prospect Tracking Worksheet

Name	Source	Date Contacted	Result	Follow-Up



Worksheet for Pursuing a New Segment or Target Market

- | | | |
|--|--------|-------|
| 1. Can you identify your market clearly? | Yes___ | No___ |
| 2. Is it large enough to support what you want to accomplish? | Yes___ | No___ |
| 3. Can you cost-effectively reach this market? | Yes___ | No___ |
| 4. Is the market you are selling to growing? | Yes___ | No___ |
| 5. Is it shrinking? | Yes___ | No___ |
| 6. Is this market ready for your services? | Yes___ | No___ |
| 7. Does your service have a competitive advantage? | Yes___ | No___ |
| 8. Do your prospects have a strong loyalty to existing companies? | Yes___ | No___ |
| 9. Are there large, known players in the niche you're after? | Yes___ | No___ |
| 10. Do you have an advantage that allows you to carve out a position? | Yes___ | No___ |
| 11. How strong is your competition? | | |
| 12. Are you dependent on any other people in order to win over this market? | Yes___ | No___ |
| 13. Do you have the resources available, such as employees or sub-contractors? | Yes___ | No___ |
| 14. Is insurance a problem serving this market? | Yes___ | No___ |
| 15. Is collecting a problem? | Yes___ | No___ |
| 16. Can you provide high value and make a high profit? | Yes___ | No___ |
| 17. Do you have the experience necessary to deal with this market? | Yes___ | No___ |
| 18. Do you have referrals into this market? | Yes___ | No___ |

CHECKLIST: POTENTIAL ATTRACTIVENESS OF VARIOUS TARGET MARKETS

CRITERIA	ATTRACTIVENESS				
	LOW			HIGH	
Market size	1	2	3	4	5
Our knowledge of market	1	2	3	4	5
Market's knowledge of us	1	2	3	4	5
Growth potential	1	2	3	4	5
Your access to the market	1	2	3	4	5
Financial strength of the market	1	2	3	4	5
Ease of entry for you	1	2	3	4	5
Strength of competition	1	2	3	4	5
Our ability to stand out	1	2	3	4	5
Referrals available for you to get into the market	1	2	3	4	5
Recognition with this market now	1	2	3	4	5
Synergy with your current markets or future markets	1	2	3	4	5
Market tending to value quality over price	1	2	3	4	5

For various types of industries, segments, niches, go after the most attractive ones you can gain access to, and from which you can make profits.



Checklist for Considering a New Service, or Introducing an Old Service to a New Group

1. Do your current clients see the need for this service?
2. Is it easy for you to get started and tested?
3. Is it different in the marketplace?
4. Can you price it competitively?
5. Is it a good value?
6. Will you make a good profit from it?
7. Can you identify a target group who should really like this service. Will customers see it as being something new and valuable?
8. Can you explain it easily?
9. Can you personalize it or alter it for different customers?
10. Are there any legal issues to deal with?
11. Will people understand what it will do for them immediately?
12. Will it lead to repeat business?
13. Can you add other services to it?
14. Will it make a good introductory service for them getting to know you?
15. List three people who would use it immediately if you bring it to them at the right price.

If you don't have a least ten yeses, don't spend much money or time testing this idea. If you have more than 10 yeses, call three people from item 15 and ask their advice on it.

Advanced Marketing Tip

The best new services, and business in general, come from helping the customer define what they want and then providing it for them. Most service providers or consultants try to sell their expertise to prospects. It's better if prospects define their needs and you help them meet them. This may sound like a subtle distinction, but it's the difference between an engineer inventing a product and then asking who wants to buy it, and a researcher going out to the marketplace, finding out which needs are not met, and then developing a product that can meet the needs of someone who wants to be a customer.

When you hire salespeople, use daily "call report" forms. At the top should be the name of the salesperson, the number of calls made, the date, and the number of appointments made. Then, down the list should be the calls made, with room for company name, person, address, telephone number, appointment, referrals, the time to call back, and comments. Make a page of this for people to use. This can be used for in-person and telemarketing sales.



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