LEAGUE OF EXTRAORDINARY MINDS
Panel 3 – Interview

Pre-emptive Marketing: Innovative Tactics That Outperform What Everyone Else is Doing

Panel Experts (in order):

Vicki Kunkel
Paul Cherry
Jay Conrad Levinson
Al Ries
Sergio Zyman
Gary Vaynerchuk

Hi, this is Jay Abraham and welcome to another session of The League of Extraordinary Minds. Today's panel promises to introduce some very provocative and most importantly, actionable and trans-actionable ideas and strategies you can put into play right away in your own specific.

The topic – the important topic of today's session is "Pre-emptive Marketing and the Real Essence are Revealing Innovative Tactics That will Outperform What Everyone Else you are Competing Against is Doing." So, it's about giving you an unfair advantage-giving you the edge.

Rich will be on in just a moment and we are going to take turns introducing to you who our expert mentor panelists are and a little bit about their bios. So, Rich are you there?

Rich: I am here Jay.

Jay: Well, let's get going. First of our panelists is Al Ries. He's been a hero of mine for a long time. One of the famed and legendary market experts, extraordinaire. Some of the books he's co-authored include "The 22 Immutable Laws of Branding," "Positioning the Battle for your Mind." He's got a new book called "War in the Boardroom." He's a very original thinker and somebody who really understands at a very, very basic level and in a universal way that any business can handle what really distinguishes a company and what makes a company excel past everyone else. Rich?

Rich: Next, we have Gary Vaynerchuk. He's a close friend of mine and someone I have always gone to for social media advice, as well as just building our brand online because he has done it so well for himself. His name is once again, Gary Vaynerchuk. He just released a new book called "Brush It: Turn Your Passion into a Profit in a Digital World." And really what makes Gary so unique and so highly respected is he took his parent's liquor store which was about a $4 million dollar business in New Jersey and he turned that into a $60 million dollar online wine business, primarily just through social media and through video marketing on his blog, etc. So, he's got a great perspective and I think everybody will really benefit from what he has to say. Jay?

Jay: Good. Thanks, Rich and I'm excited. But, the next panelist and the next mentor expert you'll be hearing from and again, you're going to hear from them all together in questioning process, but his name is Paul Cherry and he's probably the leading authority on asking the right questions to win in business and in life. He's got a couple of books, very provocative. One's called "Questions That Sell." And he's also the author of the soon to be released new book, "Questions That Lead." He runs a very specialized and very high level consulting practice called *Performance Based Results*, and his understanding of the correlation between questions and results is unprecedented. So we're going to have fun with him. Rich?

Rich: Next we have Vicki Kunkel. Vicki is an interactive media specialist. She's really got a very clear perspective on what turns a website, a product, a marketing campaign into a blockbuster success. She wrote an extraordinary book about that specifically, it's called The 8 Primal Factors That Create Blockbuster Success, and the name of the book is "Instant Appeal." Everybody's going to benefit greatly from her advice. I know a lot of her perspectives just from reading her work and from my perspective, she's dead-on on all that she has to say and she's got the research to back it up. So, I'm really looking forward to her sharing her greatest insights with you and I, Jay, and everyone else who's listening right now and back to you.

Jay: That is a great panel and it just doesn't stop there. Next expert mentor panelist, Jay Conrad Levinson. A great all-time favorite of mine – legendary marketing mind, the creator of the Guerilla Marketing book series. I think there's 20 or 30 of them. He's basically helped more small and medium sized business owners really grow their business with very little cost and very, very high leveraged effort. Meaning, a little effort went a long way and he has a history that transitions from being one of the great advertising masters in the corporate world in taking what he learned and translating. So, he's going to be wonderful on this panel. Rich?

Rich: I'm excited about that. And lastly, we have Sergio Zyman. Sergio Zyman is a man of such great stature that I'm just certain that everyone's going to be extremely delighted and very motivated by everything he's going to share today. Sergio is the founder of the Zyman Group. He's also the former Chief Marketing Officer of Coca-Cola. He's got a really simple philosophy and that's one of the reasons' why he resonates so well with Jay and I. He advocates the only definition of marketing success- is selling more stuff to more people more often for more money more efficiently. So you know that this guy really "gets it." His company has helped everyone from the largest global 1,000 to the highest high-tech companies but most directly, he's known for the bold actions that he took at Coca-Cola where he re-conceptualized the company's entire marketing strategy and he drove sales from 9 billion cases to 15 billion cases. So, he added 6 billion cases of sales which is one of the reasons' why ***Time Magazine*** named him one of the three key pitchmen of the Twentieth Century and I'm sure everyone will benefit from his actionable advice and his unique perspective on what it really takes to grow a small business today. So, Jay?

Jay: Just so you know the format again. We basically are going just go right to the questions and we'll refer to the people. We could give you their bios for another three hours. Almost every one of them has achieved such distinction, but it would disserve the process. We're going to go through the panel questions and at the end we're going to do our interpretive wrap and so let's buckle up and get ready for a very stimulating next 90 minutes of panel questions and then we'll have our wrap at the end of that. Thank you and let's go.

Jay: Okay Vicki, if you're ready, let's get started.

Vicki: Let's go for it.

Jay: Okay, and first question and everybody being interviewed obviously is encouraged to answer them through the screen of your own body of work and your perspectives and your own expertise. So, question one. **What do you see respectively that is the single biggest marketing mistake that small and medium sized businesses are making today and what do they need to do to quickly fix it?**

Vicki: The biggest mistake I see is not knowing why they do what they do. Because as a small business, you don't have the luxury of having a large marketing staff or a large research staff or a large pool of brain trust, if you will. So what do small marketers do, or small entrepreneurs do? Well, they follow what they see the big companies doing or what they see others in their industry doing without really taking a step back and saying is this right for me and if yes, why and if no, what else do I need to be doing. The biggest example I see with this because I do a lot of work with active media for my clients is once they down social media they think I'm just going to get on Twitter or Facebook or LinkedIn and just put all kinds of posts up there and that's all I need to do because that's the way to make money. Well, no. Who is your target and I'm not talking demographics or psychographics, that's the new twist with online marketing. You don't go after people in a certain age category or certain behavioral category, you go after content categories. What information are your prospects interested in and how do you provide that "content value". Developing a whole strategy around what content will I provide in my online marketing and why am I providing it. So, that would be the biggest mistake that I see.

Jay: Now, Paul, thank you for being on the panel, hello and welcome.

Paul: Okay, thank you. Great question and I see a number of things. Number one though is, if anything small businesses today are so overwhelmed with too many choices out there. Back in the mid 80's when I started out in selling, I worked for the telephone company and sold directory advertising. There are limited choices, basically yellow pages, newspaper, radio, TV, direct mail and magazines. As you look at the last five to ten years, especially in the last two years, not just expanding Web presence though but social media, blogging, and everything else, when I say confusion it is almost to the point of creating turmoil because people just don't know where to invest their time, energy, resources to maximize results. It's almost like they want to spread their resources everywhere and as a result they're not getting any kind of penetration.

What I find is critically important is the ability to develop and maintain a focus. And that means doing your homework and positioning yourself to targeted markets on how to leverage those markets and create that kind of connection with customers to drive home more opportunities. That's going to be everything.

Jay: So, Jay, question one.

Jay L: The answer has been the same for a long time and it is not the answer that everybody knows by now and so they continue to make this mistake and the mistake is failure to commit to a plan. I think that success in marketing is only a two-step process. Number one, creating a simple plan and number two, committing to that plan. I use the example of Marlboro because I was there in the very beginning and it was easy as it always is to create a marketing plan. Anybody can do it.

When Marlboro created their marketing plan, it didn't take that long and it certainly wasn't complicated. But the thing that made Marlboro a marketing superstar was their ability to commit to their campaign and stay with it no matter what. Here it was the early 60s when I was a person created to the Marlboro – I don't use the word because we didn't use it them – branding is the word I was going to use. But the creation of the identity for Marlboro, the cowboy, the music from *The Magnificent Seven*, the beautiful scenery, I was there when that was done and it's now so many years afterwards and yet it is the same campaign. Nothing has changed in the Marlboro advertising. We have more brands that are called Marlboro now but around the world it is the same exact campaign. They knew how to commit to a product. They knew how to commit to a marketing plan. That is the thing that differentiates that company from most other companies on this planet. I think that is the big mistake is that people are able to come up with a plan; they are unable to commit to it because of unrealistic expectations. They think…..

Jay: Jay, let me interrupt you and for the small/medium entrepreneur, commitment means a couple of things. First it means saying we're going to back this plan, we're going to implement this plan, we're going to stick with this plan until it either pays off or doesn't. We're going to really support it and we're going to follow through in a timely and continuous way, right?

Jay L: And it means figuring this is not going to happen instantly because great marketing rarely takes up traction instantly. It takes patience and most people don't have that patience.

Jay: Now, Al, what do you think?

Al Ries: The biggest mistake of all is expanding your business beyond its core idea of concept. The way to build a big business today is to focus on something. Focus on something rather narrow, as a matter of fact. Then hammer away at that key idea over an extended period of time.

The trouble is everybody thinks that to grow you got to expand. You got to get into lots of other things. But, look at what is happening in business today. I mean, look at General Motors. I mean, look at Chevrolet. What's a Chevrolet? Well, a Chevrolet used to be THE entry level car. It's the one car that a first buyer of an automobile always looked at - a Chevrolet. But today, a Chevrolet is large/small cheap/expensive car or truck. I mean, it's everything. As a matter of fact, that's one reason that General Motors is bankrupt today. I mean, the brands don't stand for anything.

And when you're an entrepreneur, you read about what these big companies are doing. Take the banks for an example. Bank of America buys Country Wide Financial, buys Merrill Lynch and immediately gets into trouble. But that is exactly what is happening in business today. Everybody thinks to grow you got to expand. Entrepreneurs, unfortunately, sometimes read the paper and say hey, I want to grow—who doesn't want to grow? So I've got to expand my business, they expand their business, they lose focus and their brands don't stand for anything and pretty soon it's nothing but mush and they're in deep trouble.

Jay: Alright, Sergio, give us your take.

Sergio: Well, that's a pretty simple one. I think that they don't really define what is the work that marketing must do. What they do is they adopt or they experiment with some of the pretty well-known or preconceived elements of marketing as they think they are and they don't define, really, what is the work, the output that marketing must do.

And I think that defining what is the role, small and big, for any company, what is the work that marketing must do and what are the results you expect out of marketing. And when people say to me, and they have said to me over the years, well, marketing is a long-term thing, I always say just imagine if somebody went to President Obama during the campaign and said, by the way, marketing spending is not a thing that you need to worry about right now. We're going to spend a couple of hundred million dollars, but it's going to really work for you year three from now. And obviously Obama would have said, listen, every dollar I spend needs to generate a vote. Every dollar, every effort that any company makes in marketing needs to have a direct result. It needs to generate an incremental dollar of revenue and a commensurate percentage of that in profit. There is not such a thing as spending marketing dollars for the long-term.

Jay: Alright, let's hear your take on it Gary.

Gary: Thanks for having me on. I think it always comes down to vision. I think the biggest mistake that they're making is they're worried about today. What you need to be worried about is tomorrow and next year and three years from now. Way too many people think that business is a sprint; it is the 100 dash. And in reality we're talking about something that is an absolute marathon. And so their decision making is always based on now, now, now, when it should always be based on then, then, then. It is very easy to get caught up in that because you have bills and you want to make some dollars and you want to see things happen and I think people get caught into making decisions that are not long-term plays.

I think people underestimate, especially small businesses, what their brand is. I mean, first of all, if you have a small business and your company is called “63rd Street Liquors” or “Sutton Place Pizza” you’re going way too local. You need to think you your brand on the most epic scale, shoot for the highest stars you can and it starts with the name of your company. Make sure you give that a lot of thought if you’re a small business.

Rich: Let me ask you a follow-up to that, Gary. How do you balance the two? If you have bills that got to be paid today, payroll that has to be made on Friday, and you realize that there is a long-term play here, how do you balance the two? Is there a way you recommend that entrepreneur’s can balance two?

Gary: Yeah, I think you don’t make any decision that you know is a long-term misplay unless it means you’re out of business. If you’re out of business if you don’t take this gig and you know you’re consulting or selling or doing something that may not be great long-term. If it’s keeping in business then of course you’ve got to respect that has to be the play. Outside of that, you need to hustle opportunity in the places you want them. So, if you’re selling product and you don’t believe in the product you are selling then you need to start building coinciding with that sale a product you do believe in.

So it’s - Rich, I would say, unless it is a put-out-of-business play, you don’t do it.

Jay: That’s a great answer. Alright, next question.

What do you think the biggest, single marketing tactic or approach that you either developed, researched, engineered, or have refined can make the biggest difference in almost any business owner’s performance today? Tell us a little bit of why you think so and how application wise; something you really are sort of masterful at that you’ve really refined in the course of your online and social media work.

Jay: Ok, Vicki.

Vicki: Great question. Actually, I'd like to say it's happened based on my book, the primal need for three things: security, backchannel communication and play. Now, those are all great words but what do they mean? Well, again, back to the online marketing, how do you bring in security? You bring it in through content relevance. Let me give you an example because sometimes an example can be a lot better than talking all theory.

One of my hospital clients wanted to establish itself as a leader in a specific niche in the healthcare industry being a heart hospital. They were looking to be out of the box and creative and I said you know what guys, why don't you partner with a grocery store. And they looked across the table at me and serious you could tell they were wondering why did we hire this woman and what are we paying her because it's obviously too much.

But once I explained to them, look, this grocery store has a huge database of names and customers. What do most people want? They want nutritional information from a source they can believe in because what do we hear in the news? Caffeine is bad for you one day. Oh, the next day it is good for you. You know, the same thing with every kind of food item out there. So, what they did was they developed through in concert with the grocery store and the hospital promoting this through social media again, they developed a way for customers to go to the hospital site, input some information and then spit out a grocery list of items they should buy based on their preferences: I like Mexican food or Italian food or seafood based on that preference and based on their medical history. That was also tapped into the grocery store marketing.

So, it was really a creative, completely different thing and it fit into that human need that customer's have for safety and security meaning eating food that is healthful.

The second comment I talked about the back channel communication. All of your marketing today has to have interactivity. By the way, posting on a blog is not consumer interactivity. By interactivity, you know, the push button, I'm watching a video on your business and I can click on any item in that video and have another screen populate that gives me more options. That's interactivity.

And the third element that I talked about is fun. I don't see a lot of fun in marketing anymore before the consumers. And we have this deep-seated need for play. That is why so many companies and smaller companies know because this is a very efficient and affordable means of marketing. A lot of small companies are developing online interactive games that relate to their product and educate the consumer at the same time. These are completely different things that people are doing that is not part of the traditional marketing component.

Jay: Paul, what do you think?

Paul: Today, we have access to so much information but it knowing where to get that information. You know, ten years ago we were using Chamber of Commerce Directories to target specific companies within a demographic area. And today, if you look at some of the key resources and databases, databases like Jigsaw, ZoomInfo, Sales Genie, Hoovers, and just a host of other database search engines, you can really find those hard to reach key contacts and decision makers. Maybe they are mid-level people, frontline people and it just saves a lot of time and energy because you can go right after those individuals versus having to make the phone calls and have a dialogue with the receptionist to say…who should I speak to. You get these quality lists right up front and be able to invest your time effectively to go after those key contacts. Quality lists out there today are incredible. They just didn't exist ten years ago.

Jay: Jay, give us the Guerilla perspective?

Jay L: The tactic that I have helped create and that I created as gospel around the world, even though I did create it is a marketing plan that's only seven sentences long and it takes no more than five minutes to create.

So, in my workshops and I've been doing this for about 25 years, I give people five minutes to create a marketing plan. Five minutes, that's it.

In my experience I've never seen anybody take more than five minutes. They don't need more than five minutes to write just seven simple sentences. But, I think the ability to simplify marketing and to let people not be intimidated by it which most people are and to show them how simple it can be, I think that has been a turning point for a lot of small and medium sized businesses around the world. It's not complicated unless you make it complicated.

If you fall off the boat and you're two miles from shore, and you barely see the shore and you start swimming, you're not going to decide—well, I'm not having fun I'm going to do something else. You've got to keep swimming to make it to the shore. You just have to. In marketing with a simple plan you can see how simple your task is. It's so simple it can be summarized, covered in detail in seven sentences. And, I think if you give something that's very simple to commit to people, they'll find that commitment is not that hard for them to do.

I've always said, I hate admitting this in public but it is true. I think mediocre marketing with commitment works better than brilliant marketing without commitment.

Jay: Al, you're up.

Al: Well, it's the opposite of expansion. I mean, as a concept we call it focus. As a matter of fact, we wrote a book on the subject called, "Focus: The Future of Your Company Depends on it". Every entrepreneur should have a single focus and hopefully, a focus on something new and different. Big powerful brands are built on being first in something new and different. Red Bull was started by an entrepreneur in Austria. What was Red Bull? It was the first energy drink - energy drink. I mean interestingly enough, a lot of entrepreneur they focus on their brand but a brand doesn't make you successful. What makes you a successful is a category. A brand is a symbol for a category. In other words, if I'm sitting around saying…gee, I think I'd like an energy drink, I ask for a Red Bull. If I sit around and saying…gee, I think I would like a beer, I'd ask for a Budweiser. So the brand is only a symbol for a category so if you're an entrepreneur, the first question you should ask yourself is what new category can I dream up?

I mean, look at Brian Scudamore, for example. He dreamed up a new category called, Taking up junk, 1-800-GOT-JUNK. The business in ten years is a $125 million dollars. He's not a small entrepreneur anymore.

He's focused on something as simple as junk. It will make him a millionaire.

Jay: Sergio, what do you think about it?

Sergio: Well, you know, I think that you have to come to the realization that process liberates. Process is not something that actually ties you down. Process liberates. So probably the biggest thing, you know, if you wished that I developed in my career was to understand that you've got to centralize strategy and decentralize execution. And that what's making a difference whether you're owner of three pizza places or you run a major corporation. You have to figure out what is the process and what is the strategy and what is the result. And you leave creativity in the execution of those results.

And I'm not talking here about centralizing a corporation's headquarters and decentralizing in countries. I'm talking about all the way back to, you know, understanding exactly what is the value proposition that a restaurant or a car dealership or anything, any kind of business that operates, and how do you communicate that to every one of the employees of the company? Because, you know, marketing is too important to be left to the marketing people alone. Marketing is the function of every single person in the whole value chain.

You look at an airline, and the airline - the experience with an airline starts in the parking lot at the airport and ends when you finally get to the parking lot of the other airport. And its' how you check in, how you go through security, what happens when you're about to board the plane, what happens aboard the plane, and then what happens when you deplane and your baggage and the rest of the stuff. So every single one of those people are part of the value proposition. I think that is the thing that made Southwest successful, you know, in its heyday. But there was a centralized strategy, there was a centralized point of view and decentralized execution.

Jay: I'm curious to hear what you think the answer should be Gary?

Gary: Answering every email, Jay. That is something that every entrepreneur almost all of them across the board have always thought that I was crazy in doing and it was stupid. And it was a lack of, you know, I wasn't using my time to the best of my ability and it was just a waste of time. Why would you answer what goes with chicken when they would ask wine questions? I would answer 500, 600, 700 emails a day but what that did was created a much more significant relationship with my user, my fan, my customer, my point of contact. I think way too many people lack the strategy of caring. When you get an email from somebody with a question, if you're not answering that, you're making a fundamental mistake.

I take it so seriously I made a video to be an auto-responder so people understood that now that I'm getting 2,000 a day, please just respect that the math of it all has overtaken me but I will get back to you. So, I think that the biggest strategy I have and especially if you're still starting up with a small base, it blows my mind, Jay, that there are a lot of people not answering their email when they only get 20 a day because they think it is a waste of time.

Jay: That's a great insight. I like that. Thank you, Gary.

Let me ask question three. Rich and I for the purposes of advocating for the group listening, we've coined a word, sort of a descriptive umbrella for the expertise represented on this category of the call. We call it preemptive marketing. So how would marketing be different under your specific preemptive approach than what the mainstream perhaps is currently employing and if you can explain it, why?

Jay: Vicki?

Vicki: The difference is I call it a no-sell and no-pitch zone. My clients don't talk about value added benefits or features of their products and services. What they do, again going back to the content, is providing content that the consumers will find valuable. The reason that's so important is what's really missing today in marketing is the trust factor. When you have meaningful interactions with your customers and you provide them with content that is truly valuable to them, yet relevant to your niche area, you are establishing a bond of trust. What that does is especially if you're in a business that is commodity driven.

For example, you sell copiers or sell ink cartridges that will really set you apart and get you out of that commodity, you know price - who can give you the lowest price competition model. So, it's key that you provide those little kinds of things. Preemptive marketing also means being the first to do things. Back to again the hospital that I talked about. We also had an art gallery, very small, two person art gallery so this is not a major big business here. Went online and created a virtual art gallery in Second Life. And what was cool about that, again this is the fun component, the customers can go in and walk around in the virtual art gallery, look at the paintings, click on the paintings, get more information about it and also attend online classes in Second Life where the artist teaches the visitors how to draw. So it was really, not only educational and fun and interactive, but they sold an average of $5,100 per month in additional paintings on that Second Life site. So, that's what I mean by making the content relevant.

Gee, I'd like to learn how to draw, let's go here and learn that. Oh, by the way, gosh this little painting really looks cool and would look great in my office. How about I click on it and buy it. So those are some again, I call those the no-sell zones because in that Second Life site they did not have – they had information about the paintings but it was not a selling effort. Not saying, buy this painting, on sale today: They never have a sale on their online site. It was none of that. It was just providing the customers with what they wanted.

Jay: You're up now Paul.

Paul: What's so critically important today and this is the challenge with a lot of folks that are relying on marketing as an approach to create that connection with customers. It's one thing where you're driving the traffic to you but what customers want are touch points. When I say touch points, they want to have an engagement. They want to have an experience. And I don't just mean a good experience by being able to get a transaction online, but in many situations they want to have the engagement with the vendor. This is interesting because if I could highlight, if you look at the

Gallup Organization. They did a very intense, exhaustive study with over 250,000 sales professionals and 25,000 sales managers. What they've concluded in their research and with customers is that customers are 12 times more likely to buy and to continue buying from you if you can create that emotional connection. That's key. And what it means when I say emotional connection is the ability to ask great questions, to probe and uncover and really understand what people value. That is what they want and how they want it.

Jay: That's a great answer. To make certain that you get your full acknowledgement would you mind and quickly, share two or three of the questions so people can grasp the difference between the kind of questions they would think to normally ask and the kind of emotionally bonding and really connecting questions that you teach.

Paul: What we have found is that 90 percent of the questions that somebody in a selling capacity is asking tend to be what I call product oriented questions, situational questions, questions that are based on facts, needs, the current status of what's going on in terms of the product but not what we call power probing questions. We're lucky if only 10 percent of these questions fall into power probing meaning tapping into the emotions, beliefs, the values, the wants, the needs, the history.

So for example, some of these key questions could be 'Describe for me some of the things that you're looking for in a vendor relationship,' or 'Tell me a little bit about where you are today and how do you envision where your future is two years from now?' or 'Give me a little bit of background in terms of where you were a year ago and what's lead you to where you are today?' It is getting some of those bigger picture strategic understanding of where customers are coming from and where they want to go. Because I want to understand where a customer is and how I can help he or she to get there with my product. What's important is asking the right question that is tailored towards a solution not my product. That's where a lot of sales people fall short because they're too quick to focus on their product. And that's what put them in danger and gets them commoditized or in a price pressured situation.

Jay: Very good. I doubt if they also know how to listen.

Paul: That's key. That is key and that is a skill.

Jay: And you've got to care. I mean, honestly what I've learned from people who are much more masterful than I Paul is that you can't listen if you don't really care about really hearing the answer.

Paul: You're right, empathy is key to create that kind of understanding. So, questioning and listening really do go hand-in-hand.

Jay: Jay what do you think?

Jay L. I think it all boils down to the realization that when you're marketing your brand, whatever the brand is, you've got to realize that you can't say everything in your messages. Because if you try to say everything and a lot of people try to say it to everybody, you end up saying nothing to everybody or you end up saying everything to nobody that's really important to you. So what you've got to first realize is that your job is to say something to somebody. And if people can focus on what the something is that they've got to say and who the somebody is that they've got to deliver that message to, I think that makes their marketing preemptive marketing. They are carving out a niche for themselves in the area of information and the area of market that they're talking to.

I think that preemptive marketing means standing for something and standing for that something to just a specific group of people - specific target - and continuing to aim at that target and continuing to stand for that thing. I think if you own it, it will be very hard for people to take away from you.

Jay: What do you think?

Al: Well, sometimes, you know, entrepreneurs, they look at big companies and they say, gee, to be successful I've got to be global. But, no big company ever started globally. I mean Red Bull is a global brand but didn't start globally. They started in Austria, a country of seven million people. So, entrepreneurs have to start small and in a sense, they have to focus on sometimes a single city, a single state, a single region a single county. So then as time goes on they expand geographically. But, to preempt something, interestingly enough, obviously, you have to be first in a new category. But, you can always be first in a new category by narrowing the focus.

For example, I mean take golf club, right. I mean there are hundreds of manufacturers of golf clubs but you want to be first in a new category of golf club, you can be the first left-handed golf club manufacturer. Now, is that a good idea of not? I don't know but that's the way you have to think to be successful. How can I narrow the focus down to something that I can preempt so I become known as the only or the leader or the authentic left-handed golf club manufacturer?

Jay: Sergio, give us a provocative answer.

Sergio: Well, I think that you take an acronym, which is DAD, which is define and deliver. If you go back and you look at the last election, you know, Obama basically said it's time for a change. And, you know, McCain – well, first Hillary Clinton and then McCain say hey, listen, you know, I have a lot of experience in affecting change. And Obama said it's not about experience in affecting change. This is about being about change. I am change. My life is about change. You know, how I grew up, how I was born, how I needed to deal with all the things that I'm going to do. This is not about the idea of managing. He established a whole dialogue on people having the ability to deal with a constant world of change. And by doing so, he preempted the market. So I think that you preempt the market by basically defining the market.

Another quick example was what Enterprise Rent-A-Car did. You know, when they came out to the market, they targeted not the distance user that was renting cars at airports, but the alternative user of rental cars; people who needed a car because their car broke or they put it in the shop, people who needed a car because Aunt Millie was coming to visit. And there was one element of the thing which was if your car broke down you couldn't go to the airport to pick up your car, so they came out with a value prop which was that they deliver the car to you. And they basically defined the market totally and they captured the larger share of the non-business marketing efforts.

Jay: Okay, you're up Gary.

Gary: At the end of the day, I've always had a pulse of communication. To me at the end of the day, it's storytelling. I look for tools that allow for more storytelling, quicker storytelling, better storytelling so I would say I have always had a competitive advantage of understanding technologies early on. I was video blogging in '05, twittering in late '06, you know had an eCommerce site in '96, email newsletter instead of fax in the wine space which was a big, big, deal. Those kinds of things have always been important to me but I also feel like…back to a little bit about what Jay's question led to I've always outworked everybody else. I legitimately think that a lot of people who listen to this and I see it every day at every conference and consulting thing I do, people don't want to work – the end. And I feel like I've out-hustled people. I really feel like what's been my biggest tactic? That I refused to sleep and would skip a meal because I want to work and I want to win and I think I have a bigger hunger, a bigger appetite than most of my competitors. You combine that with the fact that I see markets emerge fairly early on just from lucky DNA, I guess, and that's been a very competitive advantage for me. And then the fact that I like people and care enough to answer email or search my name on Twitter or answer things on my Facebook fan page. These are all things that add up. These small things are massively big. Small is big now.

Gary: Do you know what I mean? So, when you use a product that your competitors aren't that is a technology, it gives you an advantage, but you still have to work at it. So, to answer that question Rich, it comes down to the appetite of the player, you know, the bigger your appetite is the longer you're going to have work and the harder you're going have to work.

Rich: Let me ask just one last follow-up to that, to the other point that you made reference to. And I know that just based on personal conversations that we've had that you are constantly looking for the next Twitter, the next Facebook, you're plugged into technology and I know it is somewhat intuitive process for you, but are there any questions that you could kind of throw out that would be kind of a checklist for someone who doesn't have that intuitive sense of how to know when the next thing is?

Gary: This is going to be awesome. Pay attention and read things like TechCrunch and Mashable to see the announcements of these new products and then go and use it and say to yourself: is this something that I would use to get my word out? I mean, a lot of people listening to this are people that want to build things, they're hustlers, they're entrepreneurs, they've sold baseball cards and lemonade. Is this something that appeals to me because it creates a call to action, allows me to make my brand bigger, creates an opportunity to sell something, this is business.

Jay: Very Good, Rich?

Rich: So, with all the different breakthroughs, strategies, concepts, tactics and methodologies in your quiver, of all of them, what's the one weapon that you think everyone on this call should master and how would you suggest that they get started in mastering it?

Rich: Vicki?

Vicki: Have your sacred cow. That is going to be "Primal Factors". By sacred cow I mean what do you stand for? Have a personality to your marketing and don't be afraid to promote that personality. You will lose some customers and some potential prospects by being "who you are". That is okay. This is a bit counterintuitive but one of the things that I teach in the marketing programs that I run is part of your marketing strategy should clearly be or include number one, who am I going to turn off? Who do I want to tune out and not buy my products and services because once you've established that, then you have a very clear idea of who your loyal market will be and going after that.

People who have a sacred cow, meaning a point of view in online terms, that's the new marketing buzz word right now, point of view you'll often see it written as POV. What's the POV for the marketing strategy? And, the reason that POV is becoming so important is because there's too much noise out there. How do you cut through the noise? By aligning with people, products and businesses that align with your own point of view. That would be one of the critical things.

The other thing that I think is often overlooked in marketing programs is being innovative in pricing strategies. We talk about being innovative in content or the way we promote our products and services but we often forget about pricing. Basically, most companies use one of three pricing models. Either a direct pay which includes subscription that's where the customer pays for it, a sponsorship model or an advertising model. I see those going by the wayside within the next five to ten years. Why? Because of new technology. For example, look at Kindle. Kindle is going to completely revolutionize the way magazines, newspapers, and book publishers do business. I have a whole bunch of series I could go into including paying per chapter on Kindle and paying two cents per story for a news item or a two dollar per month fee but everything is going to go into the micro-pricing model, meaning you only pay for exactly what you use. That is a product of this explosion in the information revolution.

Rich: What's your perspective Paul?

Paul: It goes back to number one, building that rapport. It also means qualifying, qualifying that understanding that if you really do have a good legitimate person you're working with and I don't mean just the demographics of the key account in terms of the size of the company, the revenue, in terms of what they're selling or the target marketing but even what I call those psychographics.

When I say psychographics meaning the values, the values that you exemplify are they a good fit with the lead that you're working with? Are there parallels? I think that is critically important. Sometimes you may have an incredible product or solution that you sell but it's at a premium. But, if you're dealing with somebody that is so heavily price-focused and price conscious, there is going to be some head butting there. And it's important that there has to be a good fit. Good questions allow you to uncover the opportunity. So you're not drilling down too much time, energy and resources with an opportunity that just may not be going anywhere.

Rich: Alright, Jay, what do you think about this?

Jay L: Now, is the idea of the most important weapon in your quiver is a simple marketing plan.

The first sentence tells the purpose of their marketing- expressed in physical action. Do you want them to click to a website? Or do you want them to call an 800 number or do you want them to look for your product next time they're at the store? What specific physical action do you want them to take that's the first sentence.

The second sentence tells the competitive advantage that you're going to stress to get them to do the physical thing that you want them to do. Everybody can have a list of benefits they offer. But, you got to ask yourself what benefits do I offer that my competitors do not offer that is your competitive advantage or your competitive advantages. I beg people to focus on one, their main competitive advantage. That's a short sentence that tells how you'll achieve the purpose.

The third sentence tells your target audience or in some cases your target audiences because lots of people are aiming at one target audience when they've got two or three target audiences.

The fourth sentence which is the only long one, so long that it should be expressed as a list, it tells the marketing weapons you'll use. In my current books or for free on my website is a list of the 200 Guerrilla Marketing weapons.

The fifth sentence and this is what we talked about earlier in this call, you talked about it and I agree with you. It tells your niche in the marketplace - what you stand for.

The sixth sentence which is different than your niche, it tells your identity. Your identity stems from truth and honesty. It's your company personality or your personality.

The seventh sentence – this over simplifies, but I think for many people over simplifying is better than over complicating. And so it states your marketing budget. I say the simplest way to look at it is stated it as a percentage of your projected gross sales. In 2008, the average American business average, world business really, invested four percent of their gross sales in marketing.

So those are the seven sentences that go into a marketing plan; purpose of your marketing, the competitive advantage you'll stress to achieve that purpose, your target audience, the marketing weapons you'll use, your niche in the marketplace, your identity and your marketing budget. And once I tell people how to do that, I give them five minutes to write it down and I say if you have that, you've got a weapon that you can use. You've got tactics, techniques, and you've got everything you really need and you've got it in a very small package.

I would say that's mandatory weaponry for all Guerrillas at all small and medium sized businesses in this part of this century.

Rich: I like that. Now it's your turn

Al: Well, one of the ideas frankly that's available that very, very few people use is the idea of being the opposite. In other words, when a new category arises, take energy drink, everybody jumps in and says I could do it better. The focus in business today is doing it better. Everybody wants to do the same thing but better. One of the advantages or one of the really brilliant ideas with Red Bull was that 8.4 ounce can, that little can symbolized…it looked like connotes dynamite. This must be powerful such a little can.

So there would be hundreds of brands coming out with 8.4 ounce cans which incidentally is a good idea except Monster came out in 16 ounce can, double the size, and became a very strong number two brand.

In other words, entrepreneurs can, for example, it is very hard to be first, let's face it but you can always use that strategy, just be the opposite of the leader. Listerine was a bad tasking mouthwash; Scope became a strong number two brand by being the good tasting mouthwash. Home Depot is masculine, male oriented so Lowe's became a strong number two brand by being neat, clean, and female oriented. So fundamentally this is a very simple idea but it's amazing how very, very few companies take advantage of it. Why? Because they think the leader must know what they're doing. The flipside of that is there is never any one-way to do anything.

Rich: Great. Sergio, what's your take?

Sergio: It has to be return on marketing investment. I don't care who you are. You've got to look at every effort that you make and what is it going to do for you. I think some of the greatest entrepreneurs in the world are those guys who sell pretzels in the streets of New York. You know, if you compare them to let's say McDonald's, McDonald's hires a big company and they run incredible models in order to try to do location optimization. And then they figure out where they open up the store. Well, the pretzel guy does location optimization as well. You know, he figures out what corner on 6th Avenue in New York or whatever is going to have the most traffic and where he's going to be able to sell more pretzels.

You know, McDonald's hires one of the largest advertising agencies to go on to advertising. This guy writes a sign that says Pretzels 99 cents. By 3 o'clock, if he still has 20 pretzels left, he basically embarks in a strategic emotional endeavor, which means he lowers the price of the freaking pretzel.

You try to maximize what you're doing with the resources you have. It's your location, your people and the money you're going to be spending. And I think that return on marketing investment is probably the biggest element of success.

That's how we grew volume from 9 billion cases to 15 billion cases a year at Coke, because what I used to do is I would say you can do anything you want as long as you show me that you're going to sell incremental volume without activity. And when people would say, well, you know, it's a long-term, I would say don't do it. We're just not going to do it. And we actually started putting 100% of our dollars and 100% of our people towards the activities that would get us the biggest return. I think that's probably the biggest thing.

Rich: That's great. What do you think Gary?

Gary: I think the FlipCam has become one of the really interesting weapons. You're talking about $150 item that if you have a profound thought or you have an interesting sighting and you can whip out that FlipCam and tape yourself and create that video then you can blast out to your Facebook fan page, to your email list, to your Twitter following and have them see that piece of content.

Video is very powerful. If a picture is worth a thousand words, video is worth a million words. Some people are shy that are listening to this, so at the end of the day then I would say understand how to write in a blog or understand how to make an audio podcast so people can listen on their iTunes but we live in a day of content and content leads to opportunity. If you're capable of doing video, the FlipCam can be the biggest no-brainer tool ever.

Jay: I think that's really great. Then you said, even if you are a little bit shy, I mean, making friends and getting people to appreciate who you are authentically has got to be incredibly powerful. You've learned that.

Gary: Not only that, Jay, there's a lot of different people. Let's say you are a chef. I mean the fact that chefs aren't taking a FlipCam and taping themselves making food for their restaurant is crazy. You put that video on YouTube, you do a good job, you have a little personality and a little charisma and now people are going to your restaurant strictly because of that just to say hi. People must understand that the personal branding phenomenon is now here. We can all be a personal brand, all to different levels, not everybody is Oprah; Larry King is huge, he's not Oprah. Larry King is huge but Anderson Cooper might be small, listen, there's all levels. Just because you're the 30th biggest personality in the cheese world still means that you're something and you could still leverage that and monetize it.

I think no matter what you do, if you're not putting out content and trying to build a more authentic emotional connection with your audience, you're missing out on huge opportunities.

Jay: Okay, I'd like to answer question five, Vicki. What do you think the key is to creating and implementing innovative marketing or selling breakthroughs, the key here is breakthroughs in a small to medium sized business?

Vicki: Look at your budget and you stay within your budget and this becomes the frustration for a lot of my small entrepreneurial clients because they come to me and they say I want to do this, that and the other thing because look at all these companies that are doing it. And I say well, yeah, look at their budgets. That's not in your budget.

So, take a look at your budget and this is again why I'm so high on social media, it doesn't cost a lot to develop a good social media strategy; Twitter, Facebook, Linkedln, YouTube, Second Life, you can get almost for virtually free. Second Life will cost you a little more if you decide to develop your online virtual store. Basically, entry is free. That's the good news.

So what do you do when you're on a shoestring budget to leverage that idea? Again, don't just get on these social media entities or organizations or outlets, but strategically know how to use them. Again, how do you find out how to use them? Wow, a ton of great free information all over the Internet. You can do a Google search for marketing and social media and come up with just all kinds of creative, cost effective often free methods to promote your own company.

Jay: That was a great answer. Paul, give us an even greater one.

Paul: I think the challenge is for a lot of small businesses today is do not let the size of your business dictate the size of your self-worth. Meaning that what happens is that, when being a small business, we sometimes will do whatever it takes to get our foot in the door. That means that I'm going to lower my price because if I can just get my foot in the door and to prove myself then they're going to be willing to embrace me. But the challenge is the research is proving otherwise and that is not the case.

So once we set the tone, we're setting ourselves up for failure. I think the one exception where this approach works is with the retail giant Wal-Mart where they have the luxury to use that kind of marketing strategy. It works for them but for small business, no. I think if anything, even when you try to market yourself where you put your pricing sort of in the middle, it's still dangerous because all you do is you get lost in the shuffle. Interesting enough, when you market yourself at a premium, you're going to get noticed. The challenge is you've got to be able to demonstrate and prove the added value solutions that you can provide.

One quick example to give you is that I work in all kinds of industries. Boar's Head Meats is a company that just stands out because they sell luncheon meat, nothing glamorous but why is it that this company can sell luncheon meat, deli products, for four times the amount of the competitors? Interesting enough, these sales people do not call on low-level or mid-level people or purchasing agents. They call on high-level executives, C-suite executives of the huge supermarket chains. They don't bring in luncheon meat and do taste tests. What are they talking about? They're talking about increased profitability, market share, growth, they're coming in to say we're going to take over this kind of operation and let it be a profit revenue generator for you. Let us do it for you. And they're incredibly successful at what they do because they're focused on customer solutions not on their products. They sell it at a premium and they're successful.

Jay: Jay, you're on.

Jay L: Well, two keys. Number one the word commitment which I use over and over and over again, commit to your plan, commit to the technology that you decided to use. And the second is to be aware that technology is changing regularly and if you're not paying attention to how it saves you, you're going to miss out on lots of potential – a lot of advancements that other people are cashing in on unless you're paying attention. There has never been anything with the impact of the Internet. There has never been anything that offers as much opportunity to the small business as the Internet. There's never been anything that can give small businesses a competitive advantage as much as the Internet can.

I think it's a matter these days of not knowing everything about marketing but knowing the most important things about the Internet.

Jay: Great point. Now, Al what do you think?

THE LEAGUE OF EXTRAORDINARY MINDS

Al: The obvious answer is you have to be consumer focused, I mean that's true. You have to, in a sense, get outside yourself and focus on what's in the mind of the consumer because if you think about it, you don't make a sale, for example, somebody buys. You can't make a sale. It's only, you can have your advertising and your PR and your product and everything else but it's the consumer that literally goes out and buys the product.

So I find, oddly enough, that the best entrepreneurs are the ones that think like consumers. They don't think like entrepreneurs. They don't think like managers or builders of business. They think like an entrepreneur to start a company.

For example, the entrepreneur that started Holiday Inn years ago, this is true, the motels charge per person. I mean, I can remember years ago my father, we had five kids and they stopped to stay overnight in one of these cabins and the cost was ridiculous, I mean, times seven people. Are you kidding? So we drove all night. But, Kevin Wilson that started Holiday Inn said hey, this doesn't make sense. So he started a motel that charged by the room instead of by the person and that made all the difference.

Jay: Sergio?

Sergio: So, you know, the traditional thing what people do, and you go and look at what's going on right now, I was in New York last week. And there's a brand new Yankee Stadium next to the old Yankee Stadium. And they look exactly the same, you know? And I said to the guy, I said why do they go and do this Yankee Stadium? And he said because they had, before the economic downturn, they wanted to change the target audience. They wanted to go away from the up and down guy who comes in with two seats and they wanted to actually sell product to corporations. So they wanted to go from regular seats and do something else to big skyboxes and get a lot of money out of that.

Well, that's a significant change in strategy okay. And that is if you're going to do that, then you can innovate. You're innovating here, you're changing who you are, and that has a lot of risk okay. Everybody kept on trying to put stainless steel and leather on brand Coke. And brand Coke is a traditional brand. But what we did with brand Coke is we went back and we cleaned up its graphics. You know, we activated pieces of equity that the brand had, the Spenserian script, which is a Coca-Cola, you know, special script on the thing. We put the contour bottle on the cans you know, to try to bring some of the equity of the past.

That is renovation, okay? That is taking everything that you have in your hands and actually finding a way of getting it done anew. Well, there is a lot of innovation that I approve of. You know, you look at what's going on right now in this country with Kentucky Grilled Chicken. You know, those guys have tried to do extra crispy, not-too-crispy, no crispy and they failed over the years. And I think that what they've done is they've actually gone out and created a product that has all of the equities of KFC and launched a product that actually is going to broaden the appeal that they have in the marketplace. I think that's good innovation.

Taco Bell tried to create taco lights. Nobody goes to Taco Bell to eat diet tacos. That's dumb innovation. There are 125 different versions of Crest. And every day there's something else. It cleans your teeth, it straightens your hair. You know, every time some of this – every time you launch a new version of the initial product without renovating the core, you're actually cannibalizing the core. You're taking very profitable volume which resides on the core, and then you're actually launching some volume that is very, very inefficient at first.

So I am of the belief that innovation in itself, you know, only happens after you have exhausted every single effort that you have to renovate your brand and your positioning of your product.

Jay: Okay. Give us your perspective Gary.

Gary: First and foremost, I think it takes cleansing. I think way too many small and medium sized businesses are entrenched in how they do things, you know what I mean? So, I think cleansing is huge. You know how people do these body cleanings now and drink that juice and all that. I think businesses need to start doing that. I think you need to take a step back.

I think taking a step back and erasing that line in the sand that you know how to do it best I think is very healthy for a business. It opens up creativity.

The only way to do it Rich is to make a mental commitment to hearing other opinions. And, I think one of the best ways to do that is to really open up yourself. Get naked in your business. Let people come in, test, touch, feel, make decisions and kind of take it from there. I think these amazing eight hours sit down strategy meetings are very healthy whether you do it with professional consultants, with customers in a focus group, with your employees that never had a voice before, with outside people, with people you respect, fellow bloggers, other people you follow in different spaces I think is very healthy.

Jay: That's great. That's very good. Rich?

Rich: If you had to sum up in three minutes or less, what it takes to outperform competitors, what would you say?

Vicki, your turn.

Vicki: Great question. It is all about following the numbers. A lot of times small business entrepreneurs because they have a million things on their plates, don't take the time to look at the results, the numbers. Have a way of tracking every single thing that you do. If you join Twitter and have blog posts, there are all kinds of tools online for free that you can use to track how many people click on a link that you post. What happens after they click on that link? Do they go to your website, do they go to buy, or do they go somewhere else? And again, these are all free tools that are out there. I would say that is the number one thing. Make sure you are tracking everything that you do so that you don't get 3, 6, 9, months into a marketing campaign especially on social media and say 'ooops' I don't think I'm getting good results here because when you track it you can make immediate and effective changes that will - if you catch them soon enough they're not big deals but if you let them go for a year that can have a huge negative impact on the bottom line.

The other thing to make sure that you maintain your point of view and maintain your strength in the marketplace is to be consistent. So tracking and consistency because a lot of times small business folks will get into this all excited and they blog every day and they post on Twitter and go to LinkedIn every day and they track everything but then they get busy and things tend to fall by the wayside. Don't think that you have to blog every day. You don't, twice a week but just make sure it is consistent. It is Tuesday and Thursday or Wednesday and Friday or whatever your schedule allows for. So having again, to repeat - the tracking mechanisms in place and the consistency in everything that you do.

Rich: What's your perspective Paul?

Paul: I think there's three things. And when I get into my questioning process there's a lot of things I like to know about customers though. Number one, I like to know about the decision making process because there's so many in terms of who we think really are the decision makers, there's influencers, there's players, there's people who are going to negate the opportunities that we're trying to do. I really want to know what that process is but I also want to understand the criteria that's important in making that decision making process.

Okay, you see, we're talking about issues that more or less are on the logical ends. What I really need to understand are the emotions that really drive people to make decisions or not make decision, because when emotion and logic cross, typically as we know, emotions rule.

I like to understand you know what specifically do you value? Help me understand the things that you're looking for in a vendor relationship. What exactly has to happen in order for you to experience this kind of opportunity? So when people are going to tell you about what we're looking for is service, delivery, turnaround, time to market, I'd like them to dig deeper and say what exactly has to happen in order for you to experience this. Then I'll get deeper and say tell me about the criteria that defines service? Or when somebody will elicit a particular criteria such as service being important to me, Jay, when you asked about listening, that's called a lock on technique where you want to lock on a keyword and I'll come back and say, 'Rich, you know you mentioned the word service, that tells me - tell me why specifically that's so important to you?'

One last thing I will ask though is probably explore is what we call impact or implication questions. That's sort of the – well let's just pretend for a moment, Jay, that you don't achieve your goals or that you're going to stay with this current vendor knowing that you've already told me that there was a certain level of dissatisfaction. I'm going to come back and I'm going to say, Jay, let's just assume you decide to stay with this current vendor. What concerns do you have if this incident were to happen again? Or what kind of impact might this have on you and your organization? What I'm trying to uncover is this sense of urgency or lack of that's going to prompt somebody to take action or not take action. Questions are key because it helps us leverage where somebody is today and where they want to go and how I can help them get there.

Rich: Jay, what's your perspective on this question?

Jay L: I've written four books on the Internet and I think that I could summarize what the Internet is really all about in about one minute. I'll do it now. I think it is a three step process. Number one is - the first step is to start compiling a list of people who want to hear from you. A list of people who opted in, volunteered to hear you messages and building that list is one of your main obligations for now on. That's one step of it. And the next step is to send those people an email which I believe and I don't mind giving away my secrets but I think an email should – I know I'm speaking to the master of the opposite of this because Jay is one of the great writers alive today - whatever field he is writing.

Still, my emails now are never more than five sentences long. And then they have a hyperlink that directs people to a website where I can on and on and on and write for 34 pages about what I have to say.

Then I think that's - then once you hear from a person, stay in touch with them because the world now knows that one of the biggest lies that we have believed that most people listening to what I'm saying now have probably believed this lie all their lives. Here is the lie…time is money.

In most cases a lot of people are so hoodwinked because they think that time is money and it isn't. They think things like Twitter and Facebook are good things because they're dealing with the social aspects of society but I'm here to say along with others that Twitter and Facebook are minor passing fads and no one is going to build a business on Twitter and Facebook or YouTube or any of the great technologies that are out there right now.

I would hate it if I were dealing with a head of a big company and I saw that he was busy on Twitter and Facebook. I would think this is a shallow person and I'm not giving my message to shallow people. I'm giving my message to people who want real results and if they don't know it takes time, I do and I don't want to short change them.

Rich: Great answer, Al?

Al: You should keep this one important principle in mind. Over time – over time, every category diverges and creates enormous opportunities. I mean, take the computer, years ago - we had one computer, it was a mainframe computer but the category diverged and then we had the minicomputer which allowed the rise of digital equipment. Then we had the personal computer which allowed the rise of Apple and Hewlett Packard and other personal computer manufacturers. Then look at the telephone. Telephone used to be a telephone. They all looked alike. They were all black with a cord. Now we have cell phones. And look with the cell phones - now we got the Smart Phone. Now we got the Research in Motion that created the Blackberry, the wireless email device.

So every single category, over time, will diverge creating enormous, enormous opportunities. In beverages, we've had a vitamin war. We've had sports drink, allowed the creation of Gatorade. And I can't – automobiles another category - the minivan which saved Chrysler the first time. They better look around for a new category to save that brand a second time. In category after category if you have faith, if you know that that category is going to diverge some way then you're able to find that idea that will make you a fortune.

But too many people look backwards, they look in the past. They look in terms of what was successful in the past. They don't see the potential for the future. They don't think anything will ever change. Life goes on. We can't change that. We can't do that. You would be amazed how many people say to me oh I can't do that: That will never happen. Well, how do you know it won't happen? It certainly won't happen until somebody tries to launch a brand that makes it happen. We would not have wireless email if it weren't for the Blackberry, you know, that kind of thinking.

Jay: That's a great answer. You are really stimulating my mind. I am appreciating this for everyone listening.

Rich: Okay Sergio, how would you answer this question?

Sergio: You've got to figure out if they're going to follow you. So you always have to do two things at the same time. If you're going to launch a new design, you know, for your store, understand they're going to follow you right away. So I say, you know, design it for the change and design it for the next change. And when they follow you, be prepared to change the rules all the time.

I think at the end of the day, you need to be in control of defining the rules of competition in the marketplace. If you do, you will always outperform your competition. And you have to remember they will always follow you in one way or another, you know? And people who find that in the future is going to be the one that wins.

Gary: I'm very big on this self-reflection as you can tell, Jay. I've been on this theme the whole time. I think people can do it very easily. I legitimately think that you've got to figure out what you do every minute. The amount of people that email me everyday saying I want a big business, I want to make money, and then I ask them how much time they spend on television and video games. And at first they bull crap, of course, right Jay? They're like "Not that much." I'm like you want my help, I'm paying attention, you've got my attention, you know I want to help, not that many people are doing that these days so, please, let's not boloney each other, flat out—how much time do you spend playing Halo? They're like—two hours a day. How much TV? Well, I watch *Lost* and *Heroes*. I think, Jay, the way you beat your competition is by really getting thin. Giving all your attention and time to your family, take your wife out to dinner, spend time with the kids, parents, brothers, sisters, closest friends, all that's legit, that's the balance of life, that's what we live for and work for. But everything else has to be put into your business.

And, you know of course, maybe an occasional Jets game like I do and baseball and this and that and I'm not even that upset with another hour a day in recreation. But the amount of people that spend the 9-5 and then on the hour at home on email and they think, oh my god, I work at home, I'm really hustling. It's baloney. There are too many people like me that are willing to work 16 hours a day that are going to out hustle you. And so I really do believe it is paying attention to your customers, listening, listening and working that's it. Listening and working blows my mind. We started with it. Blows my mind how many people don't take the time to read emails or search their name on Twitter. If you're not going to search twitter and typing in your name, your product, your space everyday and paying attention to the conversation around your world, you're making a huge mistake.

Rich: Okay, this is the last question and it's one that we've posed to every expert on every panel that we do. And, it's with the understanding that we cannot thoroughly represent your mastery and your expertise in just a few questions. So we want to give you the opportunity to ask and answer your own question.

So, along those lines, **what's the one question that you wish we would have asked you that we didn't that relates to helping everyone on this call make their business more profitable, make their marketing more successful, give them a greater competitive advantage right now and into the future? What is that question, why is it an important question and had we asked it, what would your answer have been?**

What's your perspective on this, Vicki

Vicki: I think the number one question is what is it that traditional marketers are doing right now and have done in the past that you wished they would stop doing? Because so many times we talk about what to do and then the new things and looking forward but what about traditional marketing. There's some things in traditional marketing that worked wonderfully and that should be continued but it isn't working anymore? And what isn't working is selling to people. That sounds completely counterintuitive. For example, well, hello you have to sell. Isn't the purpose of marketing to sell? Yes it is, but the mindset of the consumer thanks to social media, thanks to access to instant information that is often free, has changed.

You know, we in the 60's and 70's and even the 80's we were okay with being sold to. We were okay with reading an ad and passively taking it in. We didn't care about that because hey that is what advertising did. Now, when you sell to somebody it sets up a response in your subconscious mind - the fight or flight response. And this is the part of my research in "Instant Appeal". When you sell to somebody you in effect, your subconscious mind and this is brand new research that the back of your mind sets up a reaction saying, oh wait, they're attacking me. They're blocking me. They're coming after me. It's almost as if they're getting too close to your mental personal space. You know, we all have that personal space that is two to three feet depending culturally where we're at. Well, we have that same mental space, if you will. And selling invades that mental space. That has been the one-thing of all the research that I've looked at that I've noticed consumers respond to most negatively and that is a direct sales pitch.

Ok, now the jackass factor: I'm so glad you brought that up because…..

Vicki: I'm sorry.

Jay: It intrigues me, tell me.

Vicki: Well, the jackass factor is basically being unapologetic for who you are and what you stand for and promoting it – not in a mean way but a way that is uniquely you. In the book I give a great example on two professionals in a pharmaceutical company. One took the safe route, one took the jackass route. The one that took the jackass route ended up with a big promotion, big bonus and a higher income because he wasn't afraid to do that. So in small business, you know, being a jackass frankly is a compliment at least in my vernacular because when you're a jackass you stand up for what you believe and that is enticing because people say that person knows who he or she is and what he or she stands for. They're not afraid of it. They're not apologizing for it. And that has a very, just magnetic appeal because what happens when you are bold and direct in what you stand for, you'll get a whole legion of people who can't stomach you. They will run the other way. They will hate you. They will bad mouth you but that's a good thing because when they do that your loyalist will support you and rally to you and lift you up even more than if you did not have those detractors.

Rich: If anybody wants to contact you, your website?

Vicki: Sure, they can go to www.yourinstantappeal.com. And from there you can get additional information on the book, where to order it and also learn more about social media strategies.

Rich: Paul, what do you think about this question?

Paul: The one question we need to really be is the question to ourselves. What exactly do I need to do and do I need to be doing differently in order to be more successful? Where I'm going with this is that all of us that are listening to this program today is to really be able to find ways that - what do I need to do to step outside of my comfort zone? I think this is key because without our ability to be more adaptable and willing to embrace change, we run the risk of setting ourselves up for failure.

For example, how many of us have fallen into that trap where we have good relationships out there in the marketplace with good established accounts. Yet, we're just not getting our fair share of the business. We've got the warm and the fuzziness, great friends but you know what? We know that there is more business opportunity there. What do we need to do to either leverage those existing relationships and gain access to dig deeper and hire within those key account and even to cross-sell or up-sell new opportunities to be more effective and to be more of a partner to our customers? We leave too much money on the table when we're limiting our relationship opportunities.

Jay: That's a great answer. It's Paul Cherry, your book, "Questions that Sell", your new book is "Questions that Lead." If I want to get a hold of you, where do I find you?

Paul: You can find us on our website p - p as in performance, b as in based results.com that's pbresults.com our email is cherry (just like the tree it's spelled) at pbresults.com and our phone number is (302) 478.4443.

Rich: Alright, Jay, what do you think about this?

Jay L.: This is a question I wished you had asked but I'm lucky I get to answer it anyway and that is what are you doing with your life right now and why are you doing it like that? And the answer is, as you know, I have worked a three day week from my home since 1971.

So, I'm real proud especially looking back but all during the time it happened I'm proud of the fact that I work a three day week from my home and that I've been doing it literally since 1971. I'm doing it because I try to keep my priorities straight and my priorities put skiing ahead of getting more responses to a specific kind of offer. And being with my kids, we have 26 grandchildren now. It spending time with the grandkids and getting real close to them.

But what I'm doing now is I'm revisiting the first book I wrote, well, not the first - the third book I wrote. That book – I wrote it during the recession of the early 70s.

So, I'm writing that book again, "Earning Money Without a Job". When I wrote it the first time in the 70s, I knew there would be a time for it again. I knew it was too important idea to just discuss it in one book by one guy who no one has heard of. So, I'm rewriting that book. I'm going to call it the "Guerrilla Economy". I'm in the middle of doing it now. It will be trying to let people know not only about marketing but that sure is part of the equation but letting them know that they should really give up on this idea of a job and think instead in terms of work. I'm writing about work and I'm writing about the kind of work that they can find and I'm writing about the ways for them to market their work without investing a lot of money.

Jay: If anybody listening wishes to have a closer relationship with you, you said they go to gmarketing is that it, one word?

Jay L: www.gmarketing.com, yes. If they really want to have a close relationship with me, they should email me and I'll give you private email address.

Jay: That's generous, go ahead.

Jay L: Because it is you and this is a very special product that you're putting out there Jay, so I don't want to hold back. My email since 1993 when I first went online, I haven't changed it is jayview@aol.com.

Rich: Al?

Al: What's the difference between an entrepreneur and a manager? I can tell you the difference very easily.

Jay: Please.

Al: Very easily. An entrepreneur is a right brainer and a manager is a left brainer. A manger to get to be the chief executive, to get the highest level of a corporation today, you have to be a left brainer. You have to be verbal, logical and especially analytical. Also, oddly enough, left brainers are very good talkers; right brainers tend to be better writers. So, how do you get ahead in a big company today? The same way a politician gets ahead. You have to be a very big talker. Your mouth gets you ahead. You have to make friends inside big companies and that's the way you get ahead. As a result, all the big companies are run by left brain types instead of entrepreneurs which tend to be right brainers which are visual, intuitive, and holistic. They look at the big picture. A good entrepreneur sees the big picture. He doesn't get involved with the teeny-tiny details.

I mean, oddly enough, you can easily take a test. There are hundreds of websites, we have one too, but which will allow you to take a test to figure out whether you're a right brainer or a left brainer. It takes all types actually. As a result, many entrepreneurs get in trouble when the company gets big enough you need some kind of discipline, you need some left brainers to run the company. It's sometimes a good idea for an entrepreneur to bring in your typical management type after a company gets to be a certain size. But, invariably in working with many, many small companies, I find that the good entrepreneurs are very, very right brain, visually oriented kind of people.

Jay: We really appreciate it. Before I ask Rich to make any summaries, if people listening wish to have more contact with you, is there a way they can easily - A website or something more direct?

Al: Yeah, well our website is pretty inclusive. It has reviews of all our books and lot of other stuff. It's simple, too. It's ries.com - www.ries.com.

Rich: Sergio, what's your perspective?

Sergio: Well, I think you didn't ask me what is the new definition of marketing in the future? And I think that, everybody understands what finance is, right? I mean finance is accounting and making sure you pay your taxes and making sure you pay your bills and the rest of the stuff. It's clearly understood. Manufacturing is clearly understood. You have it, you go get it. Marketing is not clearly defined. Marketing is a hodge-podge of definitions, and I wish you would have asked me to define, you know, I mean, where does marketing fit in the value chain of an enterprise and a business?

And my answer would have been that marketing needs to be what creates growth. You know, marketing needs to define the competitive set. It needs to define the rules of your entry into the competitive set. And it needs to figure out what is going to be the economics of the competitive set, not only with regard to your competitors but also with regard to your customers.

I think that in the future we need to disregard all previous instructions. We need to basically go out and figure out what are the new rules of competition. What is really the value proposition of your store or your product or your whatever else you're doing out there and try to zero base it. Try to zero base your standing. Try to zero base the people that you have, because the people who brought you here will not take you there.

And then try to figure out that you need to be a brand new entrepreneur because the world has changed dramatically.

Jay: If anyone listening wishes to get a hold of you, is there a way to do it?

Sergio: Ah, they can send an email to sergio@sergiozy.com and I answer all my emails.

Rich: Gary?

Gary: The question would be: Gary, what do you take for granted in your business world? And my answer would have been…as little as possible. Jay, to the theme of a lot of things that you brought up, I'm in complete disbelief that the amount of low hanging fruit that most entrepreneurs leave on the table is staggering.

I mean, if you go now and go through your deleted folder and go in your Facebook inbox and you spend a 72 hour window to commit to just recap and read everything you haven't, the amount of opportunities, the amount of press, the amount of biz dev opportunities, the amount of monetizing opportunities that you've let up or even better (you guys will understand this) once you hit a certain level of success there's a lot of people who decide that partnering or making opportunities with people lower than them has no value. They're only interested in partnering with people above them. And the mistake in that is there's been plenty of people that have emailed or contacted you through the years when they were on their way up that you didn't take advantage of and then they passed you and passed everybody else and became the key player.

And so I try to take nothing for granted when college kids hit me up and say hey, can I interview you for my thesis, or can I stop by for 15 minutes to pick your brain. My time has become my most valuable asset and I charge a lot of money for it but I try to stay as grounded as possible and open to every opportunity because there's other people hustling and there's other people making things happen and I think there's way too few human relationship opportunities being executed on by most individual entrepreneurs.

So the question would be, what opportunities have you missed or what do you take for granted and the answer would be…hopefully, as little as possible, definitely a lot less than most entrepreneurs that I've run into and the reason it's important is because it's that classic. You never know who you're talking to. You never know what it might lead this up.

Rich: So Gary, if people want to know more about you, they loved your answers, they want to get more of your answers, your perspective on business building and branding and online marketing, where can they find out more?

Gary: www.vaynermedia.com. VAYNERmedia.com. They can follow me on Twitter. My user name is Gary Vee which is G-a-r-y-v-e-e and they can go to www.winelibrarytv.com which is my daily wine show where this all started from and really I think a quick snapshot can see a lot of my strategies. They can always email me at gary@winelibrary.com.

Jay: Wow, this has been a very stimulating first segment of the panel process. The mentoring, the ideas, the advice – it's exceeded my expectations and I'm sure Rich has been. Now, we're going to get into the roll up the sleeve, take off the gloves, interpretive part where for the next half hour or so, Rich and I are going to go through all the notes we took, all the ideas we heard, all the interpretations that came to our minds and we're going to try to distill them and share them real quickly.

And the process we're going to use is a little down and dirty and it could be a little bit fun for you to listen to because we're going to take turns and try to just go through segments of ideas, but occasionally we might hear something that the other says and want to add to it. So, it's going to be a free-for-all that I hope will help you put down this phone at the end of the next half hour or so and go out and really do something enriching with what you've learned from today's combined panel of experts, mentoring and interpretation.

So, let's begin. Rich, are you there?

Rich: I am here.

Jay: Okay, you go first and let's see how it works.

Rich: Alright, so the first takeaway that I wrote down was the concept that one of the biggest mistakes that a lot of entrepreneurs are making right now is that they don't know why it is they do what they do. And, it kind of correlates with another point that a different expert made during this panel, which is 'people don't know where to invest their time, energy, resources, etc. to maximize their results.' So, along those lines, the action item that I would recommend to everybody listening right now is one, know how you're going to benefit from anything that you plan on doing. What's the payoff? Because it's easier to follow through and be consistent when you know what the payoff is and you're clear that you desperately want it. The other part is, once you know the payoff of everything that you're going to do you can value rank them. You can actually sort them by which is going to get you the highest payoff with maybe the least amount of effort if you don't a lot of time, or the least amount of time, or in the fastest period of time. But basically value rank the payoffs by however is most important to you. And then start with the highest and best payoff until you've maxed out that and then go to the next one. This way you know that you're always getting the highest and best use from everything that you do.

Rich: Jay, do you want to take your next pick away.

Jay: I like that. Mine was pretty straight forward and it's pretty logical and pragmatic. Narrow your focus to find the biggest slice of the pie you can dominate in. Simply being is that most of us are trying to be all things to all people and mirror what everybody else does. Take a deep breath and look at your industry and look at your products and look at the categories of buyers and figure the one category, the one segment, the one area, the one media you can dominate in so substantially that you focus a lot of attention there and you can be the biggest fish in that little pond first. Because it can be very enriching and it will give you distinction and it will give you preeminence and most people basically marginalize and they really dilute their whole effort, brand, trying to be everything to everybody. Nobody can so why even fight it. It's extremely – look, when I got started that's what I did. I didn't go everywhere, I went to the small entrepreneurial marketplace of people who already paid for advice and that's the only market that I attacked and I did hundreds of millions of dollars. So find the sub-niche and focus on it more than anything else and become the leading force there. Rich?

Rich: Yeah, that's a great point. The next one was something that Gary Vaynerchuk said, he said that 'the mistake that a lot of entrepreneurs make is that their only worried about today and he said what you need to worry about is tomorrow.'

And, I know that for a lot of entrepreneurs listening right now that can be very difficult, because when you need to make money today how can you think about tomorrow. So, one of the ways that you can do that and it's something that Jay and I are big fans of is figuring out a way that you can ensure your long-term success in a way where you're also generating revenue today.

And, so I'll give you two quick examples of that. One common example is if you're going to create, let's say, an ebook that you plan on selling. Well, you can write the ebook, but then all that time that you're writing you're not making any money. The alternative is that you can do a series of teleseminars where you're delivering the content that will eventually make it into the book. You get paid while you're delivering the teleseminars. At the end, you have a transcript that you can then send to an editor that can then turn it into a book. So, you got paid to make the product and now you can then sell the product. On a more advanced level, I did the same thing with my original coaching program. I coached and taught a group of people, got paid considerably well to do that and then after the fact, we turned that into an e-learning program. So, I got paid a couple million dollars to deliver it one time and then for the last two and a half to three years, we've consistently sold that day in and day out. So I think that's the best advice that I could give someone on how to leverage what Gary shared which was focus on tomorrow, but also get paid today. And if you can do that, you've set yourself up for much greater success. Jay?

Jay: The next thing I had was – and it's really simple, but the simple insights are sometimes the most powerful because we don't always embrace them. We're looking for too complex of a new drug sort of speak. But this very simple. Be clear about your plan and the steps you're talking to execute it. And I'll go back to an adage that's always haunted me from the first time I heard it. 'Almost no entrepreneurs ever reach their goals. The reason? They don't really have goals, they have abstract hopes and dreams."

The only way to get the outcome you want and to exceed it is to have a very, very – a simplified, but very systematic plan that is designed to get there and has a higher probability of success than failure and a plan that you have to follow, you have to execute, you have monitor and you have to measure to make sure you are on point.

Rich and I were laughing, not at anyone, but at just a phenomena. We did a survey of a lot of you and one person that responded to the survey said 'nothing I've ever bought ever worked for me.' And, I laughingly said to Rich, 'I wonder if that person every worked any of the things he or she every bought.' Nothing happens if you don't take action. It's a quote from Einstein "Nothing happens until something moves." You've got to really make something happen, but you've got to have a plan to follow and make sure the plan is logically and pragmatically designed to get you to the outcome you want. If it isn't, you've got to shift it. If you have no plan, you got to have one. If you've got a plan, you got to follow it. If you're not really getting the results you want, you got to measure it and you've got to course correct. That's my insight.

Rich: I like it. Next, Vicki Kunkel made a really great point. She talked about really three primal needs that you're prospects have and I don't remember exactly how she put it, but I wrote down my interpretation of it. Basically, you need content to establish trust. You need interactivity to establish a connection and also to guide your performance. And, lastly, you need to make the process fun. If you look at those three primal needs, you can see that we've done that here in the League of Extraordinary Minds. We gave you these panels, these content-rich, incredible panels to kind of show you what the League of Extraordinary Minds has to offer you. We surveyed everybody so that we could get a perspective on what it was you needed and created the interactivity of you telling us what would be best for you to get and what you needed. And then lastly, making it fun. And, you know, Jay and I think that there's nothing more fun than winning in business having control of your destiny because of the confidence that comes from that and the self-assuredness that comes from that. So, content to establish trust. Interactivity to set the course. And, fun to retain. So, if you look at your marketing and try and incorporate those three in, you'll see a much improved process at the end of the day. Jay?

Jay: My next takeaway is an extension of that actually, Rich, but it's a good one. You've got to know what your market really wants not what you want for it, but what it wants for themselves….very different. Your idea, your definition of value, quality, benefit maybe, totally different from theirs. You've got to really have an understanding. You've got to walk in their shoes. You've got to find a way to grasp what they want and what they value and what they appreciate and then you have to develop content or product, whether it's free, whether it's paid, whether it's a part of the product or service that delivers it to them and then you've got to verify that it really does. And a lot of people I think they shortcut the process. They'll buy a program or they'll just go off in a business and they'll try to thrust down the throat of the consumer what they want the consumer to have. What they think is important to the consumer and the consumer doesn't embrace it. You've got to be very mindful and you've got to figure out ways to really get a pulse on what you're market wants in their language and that'll make a big difference. Rich?

Rich: Yeah and I just want to further reiterate that point, especially online that – online you have to make the choice of what you're going to give away for free and what you're going to charge for if your business is information. If your business is not information, then you might give all the information away for free and charge for whatever it is that you plan on charging for. That would be – an example of that would be like Gary Vaynerchuk. He entertains and he has a show for free, what he's selling is wine. If you have an information business, then you're going to have to chop apart the difference. But the idea here with the content is that content is the easiest way to get your prospects attention on line – free content that is – and if you can prove your expertise in that content. Give people a couple of epiphanies, give them the action items that their desperately looking for, you will have gained their trust. Once you gain their trust, it becomes a lot easier to make the sale. So, I just wanted to compound on that point, Jay, because I just thought that's a really valuable one I think for everybody listening.

The next point that I have is that – and this plays back to something that you said earlier Jay, just about developing a plan and working that plan. I believe it was Jay Conrad Levinson who said that you need to have a simple plan and then you have to have a commitment to that plan. And, when I think about that really when you bottom line it, it's executing a mediocre strategy is better than contemplating a brilliant one. You can't commit to something that you don't have and if you don't have a plan, then there's no way that you are being strategic. So, the idea is that even a mediocre plan is better than a non-existent plan that might be brilliant some day. Jay?

Jay: The next insight that I had is really - ask yourself and it's an extension of what I said earlier also. What category can you create for your business, your company, your product? An example given, I think, was Red Bull for the energy drink. Now you think of a Red Bull as being all energy drinks. When I started out, the category that I created and had exclusively myself for 15 years, before everyone picked up on it was performance-based marketing and also the only finder of hidden opportunities and understanding and overlooked aspects. And, basically, I had that totally to myself. You've got to figure out how you can identify, create or verbalize a new category that you alone can own and if you do that, it could be extraordinary really very quickly. Rich?

Rich: Just along those lines, I just want to follow up on that. That is really – it's such an important takeaway what you just said Jay, that the two different takeaways that we can kind of combine, which is find the sub-niche in your niche. Help people get the outcome that they want, but get it through a new mechanism. Basically, Jay just said that he did it through performance-based marketing or finding hidden opportunities. I did the same thing with really stressing that you need to understand business and the mechanisms of business if you want to be successful online. But, to the same market that wanted to be successful on line, it was just bringing them a different mechanism, a different way to get that end result, so I created my own sub-niche just like Jay did. And so this is a big point. You know, Al Ries talked about it consistently throughout this panel, where is the sub-niche in your niche that you can claim as your own, that you can be the best at, so that ultimately you're the [inaudible] of choice. And that's what you should be aiming for.

The next point is something I believe it was from Sergio and he stressed this point a couple of times through panel and it's – you need to know what your value proposition is. And so what you need – let's just translate value proposition. What unique advantage can you claim that your competitors can't that would deliver – that you deliver that's appealing to the marketplace? What is that one thing that you can do for your prospects and clients that nobody else can claim they do that makes a difference – that actually is desirable that makes you the best choice for the prospect or client? You need to know that because that has to be pervasive through all your marketing. Jay?

Jay: Thank you and apologize. I'm in an office where the phone rang. This is really simple, but it's something that's very true to my heart. Most entrepreneurs fall in love with the wrong thing. They fall in love with their product or service or their business instead of falling in love with the market they serve. We have a concept we teach and we have for years called the "Strategy of Preeminence." And preeminence is achieved by external focus – by figuring out that the most important factor in the transaction is not you and it's not your product, it's the impact that your product will make in the lives or the business of the buyer. And when you make that distinction and that shift, it'll change your copy, it'll change your focus, it'll change your product/service, it'll change your communication, it'll change your impact and it'll change your profit results for the better. So, that's a quick distinction.

Rich: Yeah, I think a very important one. Next, I wrote down and it might be a little bit redundant, so I'll try and keep it tight. Vicki Kunkel talked about what's really missing today in marketing is the trust factor. She called it the 'no sell, no pitch zone.' Really providing content that your consumers, prospects, clients will find valuable and once again, the League is a perfect example of that. We're not selling on these calls. We're proving how powerful these panels can be. And we're investing in you before we ask you to invest in us, because trust is not only critical, it's essential. You have to find the best way to show the marketplace, your prospects, your consumers, your clients that you know the answers and that you care enough about them to give them those answers that get them the results and that you're worthy ultimately of the investment. Our hope, Jays and mine, is that we deliver that here in these panels and that you do the same thing in your marketplace. Jay?

Jay: The next one and I think it's a good one is – you have to understand how your prospect and buyers sees life because you really can't fulfill their needs until you appreciate their perspective, their strife, their hopes, their dreams, their attitudes and then when you understand that then you can harness ethically the emotions and you can not play to them, but you can communicate to those emotions that you're going after but you don't know which ones are going to trigger the sale until you first really know a lot more about the person. That goes back to the insight I had made a little earlier. I think all this is interrelated. Rich?

Rich: Yeah, I totally agree. I mean, if you fall in love with your clients, your consumers, your prospects then it's obvious that you want to know everything about them and one of those things that you want to know about them is their emotions and which emotions that you're targeting to trigger the sale, trigger whatever action that it is that you want. And that's basically marketing 101 that you have to crawl inside your prospect's head so that you can know what messages are important to them. You know, it's one of the biggest problems that I see out there is that entrepreneurs tend to want to skip this step. They're more interested in the latest cutting edge tactic which really has no impact and no potency if you don't target the tactic on the biggest problems and the most important concerns, emotions, etc. of your prospects. So you need to understand that. You cannot skip the step of knowing of your customer base and any opportunity whether it's surveys, whether it's looking at forums, whether it's looking at Q & A sites, whether it's looking at comments on blog posts. Anything that you can do that gives you that insight into your prospect and marketplace mind is a competitive – will build a competitive advantage in the way you operate. Jay?

Jay: My insight and it's a pretty powerful one is first of all, I'm tie two things together. Storytelling is the key I think to engaging people and thus gaining their trust and thus gaining their patronage and thus gaining their loyalty and thus gaining their long-term patronage. So, you got to know what your story is and it's got to be something engaging and it's got to be something believable. And stories can't be shortcutted. They need to be evolved and they have a process to them. I think you got to know your story. You got to know how to tell it. You got to know the best way disseminate it to your market, whether it's in blog posts or whether it's in a report, or whether a video, introduction to you, or whether it's in the beginning of visiting your website or reading your brochure and it tells of the origin or the discovery or the passion. But, you really need a story that they can believe in. That they can buy in. That they can associate with. That they can relate to. Better of all stories is when you can be their advocate, so that's my insight.

Rich: I love that Jay and right alongside that. Your story really sets up what your point of view is because it explains how you came about your point of view and why your point of view is important. Along the lines of your own point of view, don't be afraid to piss people off - that it's better to be loved or hated than tolerated. Some famous copywriter said that. Was it Jim Rutz Jay?

Jay: I wonder, I can't remember who, but I love that phrase. I've been saying it for years since I first heard it.

Rich: Don't be afraid to polarize. The idea here is that you cannot resonate with your entire target market and so you want to resonate with the people that are most likely to buy and not be worried that not everybody is going to love you and that's okay. Because the more polarizing you are – and it's not a goal to just polarize – but really state your opinions and what you care about and what you do and what's not important allows you to resonate with the people that matter most to you which are the people that are ultimately going to be your clients. The ones that agree with your point of view – that resonate with your point of view and you'll know that if you've done the pre-work of knowing your prospects in your marketplace before you clearly establish your point of view. Jay?

Jay: This is really important and I think it goes back to some of the things Paul has said, but literally you want to learn all about your market and who they are and then you want to use very credible and very respectful, but very provocative and evocative questions in your sales copy, in your interactions if you deal with them in a live environment, in your communications if you deal with them in any form whether it be online or offline. You want to basically use questions that you directly ask them and you can use surveys. We do surveys. Rich and I did a survey and the questions we ask gave us answers that allowed us to improve the performance of our website and the ancillary revenue streams it develops. We couldn't have done it if we didn't ask and listen to the answers. In sales copy, I always try to pose questions that people read and will have them ask themselves something and it'll demonstrate one of two things and hopefully both. One, that there is an area that they've never thought about that if properly addressed would bring an improvement to their business or their life or their health or their finances or their marriage or whatever. And number two, that the fact that I asked it showed that I had an understanding of their situation at a heightened level of expertise and of concern than anybody else they dealt with and thus I could be trusted. So, questions I think have an enormous amount of power and I think most people don't ask them because they aren't really engaged enough to think about them. And this goes back to all the things that we've said earlier about emotions, empathy, you know, figuring out what they value. All this ties together. You'll see there's unifying threads that make this all one beautiful integrated fabric. Rich?

Rich: Yeah and just along those lines, Jay, I think it would be great that we share that one – just share an example. So, the one that comes to mind is when we wanted to improve the performance of our one-time-offer – the offer that people saw immediately after they registered, we asked in a survey, a question that really guided us in that particular vane and the question we asked was -"if tomorrow, you could get one thing that would help you or your business the most what would it be and why?" If you think about that question, if tomorrow you could get one thing that would help you or your business the most and what would it be and why, that really is guidance as to what type of offer needs to be put in front of people immediately after they register. So, any question that you have in marketing about improving the performance of any kind of piece or contact point or campaign, can generally be answered by the people that are going to see it by asking a question that reveals the answer that you need to know to be able improve their performance.

So, with that stated, the next note that I have Jay is about really lays out the seven sentences that Jay Conrad Levinson pointed out to really have the most simple, yet effective marketing campaign. So, what I thought is maybe I'll just run down the list and then if you want to comment on the whole plan after it's – I think that would be useful probably. So, let me just run down. Here's Jay Conrad's advice for a simple marketing plan:

1. What specific action do you want your prospects to take?
2. The competitive advantage that you're going to stress to get them to take action, asking yourself what benefits do I offer that my competitors do not (and that being your competitive advantage).
3. Define who your target audience or target audiences are.
4. All the different marketing weapons you will use. Will you use search engine optimization? Are you going to use blogging? Are you going Pay-per-click? What are the tools that you are going to use in your marketing campaign?
5. Tells the niche in the marketplace. (Basically, if you were listening earlier to what Jay was talking about as far as finding that sub-niche in your niche, here's where you would say it in sentence number five – where you stand, what is your category, what is your niche?)
6. Is different than your niche – it tells your identity. It goes back to what Jay was talking about as far as your story. It's your company personality. Or your personality and it's the concept of what Vicki Kunkel was talking about – about not being afraid to polarize a little bit in your identity.
7. What is your marketing budget? (The truth of the matter is that if you're using principles of direct response, it can be infinite because you're using every time you invest in advertising, you're actually increasing your revenue and so as long as you're making more than you're investing, you can keep it going at infinitum).

So, Jay is there anything that you want to…..

Jay: I would love to talk. Unfortunately because of the rigors of this particular segment of the session where we're trying to give you a very compressed, but a very actionable really sort of a stream of consciousness integration of what we heard and what we think it means to the small-medium sized entrepreneurs listening. I can't go real deep but I will say this to you.

Go back to this if you have access and some people do have access to recordings and transcriptions of this and first of all, write them all down.

Write them all down on a piece of paper each and then see how you can answer them. I said earlier and Rich just affirmed it, almost nobody has a plan that they follow. Jay reduced down to pretty simplistic terms, seven key elements, steps, integrated facets that if you just do that and nothing else, if you just know that and nothing else – if you just follow that and nothing else, your business can not help but improve very rapidly and very continuously. I would dare say at the risk of being rude that the vast majority of people listening right now don't have even half of that working for them at a regular consistent way. It's one of the advantages. You talk about big corporations – what they have as an advantage over entrepreneurs. There's two different sides of schools of thought. Corporations have an advantage you. You have an advantage over them. Your advantage is passion, purpose, agility – you can zig, you can zag – you can change directions. You're not burdened by huge overhead or by calcified infrastructure. What they have over you is they invest time and effort and resources to build game plans, to build strategic implementation plans, they manage and monitor and measure and course correct. They should borrow from you because they need passion and more agility. You should borrow from them because you need more structure, more integrated strategic action planning and more compliance and execution of it. Finally, more measurements so you know whether what you're doing is really working or whether you should stop it and replace it or at least to course-correct. So that's all I have for that.

Rich: I would just add one thing to that Jay, wow, and that is that also to be thinking long term and short term at the same time – to balance both perspectives so that you build the kind of business that you want. And, so, do you want to take the next one, Jay?

Jay: I do and only – and I'm going to say it to both of those I think because we want this to be faster. We're going to move fast but not try to be rude. We're going to try to focus on the real seed of what it is. And this is really – I got this, you may not have Rich, but I love this. It's basically counter programming. If everybody out there is saying 'we're the biggest – we're the biggest' then you might want to say hey, we're not the biggest. We're small and it lets us basically pick the clients we want to help and deal with you in a much more individualized and humanized way and you get a much greater more personalized outcome because every person dealing with you is part of our family and you're going to get a totally different result. And you're going to have greater satisfaction or a more qualitative experience. You need to figure out where the real advantage is and as one, I can't remember who said it earlier because I wrote this down so feverishly, but do the opposite. The great example of it is years ago Avis made an incredible, an incredibly success by saying hey we're not the biggest, hey we're not the most worldwide, so we have to be the best. We have to do more. We have to try harder. We have extend ourselves in more ways than the big guys so that you'll notice us, you'll give us a chance, and you'll come back. And that gave them such a distinction and such a highly resonating appeal and they grew massively. Rich?

Rich: Yeah, I think that's such a valuable point, Jay and I think the idea that looking at what the biggest players are doing and asking yourself where's the weakness? Where's the opportunity to do more, be more, have more for the consumers based on what everyone else is claiming is so key?

Next, I would just – there's a point that I wrote down that Gary Vaynerchuk talked about – about carrying a Flipcam around with you and using video to just blast out or post on your blog because video is very powerful and if you can time it with like human situations, timely situations, successful situations and even unsuccessful situations, you can use video as well as writing or reports or whatever channel that you want to use to just connect that with your market. I can tell you from our own tests when we do – with our emails – whenever the subject line is timely. Like referencing something that's currently going on in the world, we get a higher open rate. That just makes sense because we're entering the conversation in the mind and it bonds you better and it just let's people know that this is a timely message. This isn't something that I recorded six months ago and this isn't an email that was put into an auto responder sequence a year ago. This is something that I'm writing to you, right now or I'm creating a video to you right now. Jay?

Jay: Rich, and this is really – this is very important. I like the way it was said by whoever said it, but I'm going to interpret it – I'm going to say it and interpret it. "Do not let the size of your business dictate the size of your self-worth." What it really means to me is envision what you want your business to be. But don't delude yourself, don't say we're going to be a billion dollar company if that's not really in the short-term or realistic cards, but also don't say we're a starving, struggling, non-essential, irrelevant whatever. Think we're going to grow to be a powerful force in our market. We're going to grow to serve an enormous number of deserving people. We're going to grow to come up with products and service and we're going to be a vibrant, vital, respected source and be working towards that goal because if you don't really personify it, if you don't project it, it'll never happen. It all starts with your sense of certainty, of commitment and of vision. Rich?

Rich: I love that. The next one is – that I wrote down – was Jay Levinson just really stressed the point of commitment. And I think that that is so important for so many entrepreneurs to hear that really we said it before but I'll just be redundant and then I'm going to hand it right back to you Jay that committing to a mediocre marketing campaign is better than trying ultimately to not move and come up with a brilliant one. You come up with the best plan you can. You commit to it and then my next note Jay is actually let the numbers speak, so I'll just hand that off to you. That's where you modify the plan. So, go ahead.

Jay: Well, I really have always – I've learned long ago and one of my mentors said the numbers speak. And it really is. If you start looking at the – I made my reputation in the business community by looking a relationships between factors, correlations, implications, anomalies, projecting things forward, looking at quantification. And just by doing that I've been able to make people fortunes. For example, I had a client one time that had two different businesses that supported one another but he'd never looked at a correlation. One business that was very marginally profitable was a feeder for another one and when he started analyzing it really more – when I started analyzing – the connection between that non-profitable business and the prospects it fed to the profitable one. Every time he got ten unprofitable clients he made $20,000 on the other side and he'd never seen that. That one connection that I made when we properly acted upon it made the man 25 extra million dollars in one year, which was about $24,700,000 than he had made the year that he didn't make the connection. That's how powerful it is. So you got to look at the connection between sources and purchases – between sources and types of purchases – between product initial purchases and subsequent purchases – between media and profitability. You've got to look at not just initial stagnant purchases, but what kind of buyers buy over and over again. What other things. When you see all those connections and you are able to understand and interpret what it's tell you, your business can grow very rapidly because it'll tell you exactly what to do, what to stop doing, what to do more of – that's probably all I can explain right now. Rich?

Rich: Yeah, but data talks. Alright, I think we are running out of time, Jay, so I just want to pick what I think is…

Jay: That'll be good.

Rich: The last big takeaway that I have and then you can think about the last big takeaway that you want to share.

So, I think it was Paul Cherry that said, 'understand the criteria that's important in making the decision-making process. You need to understand the emotions that really drive people to make decisions or not make decisions." I just want to reinforce that. That the process – how do you actually do that? Well, we asked another question in the survey and this was more about how do we make the League an ongoing service that you want to be a member of? And we asked the question which was "what specifically would you need to get out of the expert panels to make the League a valuable must-have, ongoing service?"

Now, you gave us the answers. We got thousands of answers back. And then our job is to read those answers. And not just read those answers like in a cold, sterile way, but to read those answers and put ourselves in the shoes of the person that is giving us that answer and try to just imagine what is that person thinking? What is that person feeling when they wrote that? What is that person looking for when they typed that answer into the survey? Really trying to put yourself in their shoes and imagine what it would be like and what you're feeling like and what would turn you on? The more that you do that, the better your marketing performance is going to be. It's that simple, yet it's not easy to do. It's simple, but it takes time – it takes some work but the results are always huge because the payoff of being able to resonate with your marketplace and really being the person that speaks their language and tells them what they want to know in a way that they want to hear it, is the one that always wins in the marketplace. So that would be probably the last big takeaway I have, Jay, and do you want to share one last big takeaway?

Jay: Yeah and only because selfishly it's congruent with what I stand for. That is in a way it was stated by whoever said it – it was marketing needs to be what creates growth and I apologize there's a phone ringing and I can't pick it up so you're seeing the real human Jay here in his little home office. But, really marketing is the driver of all business growth and sustenance. Peter Drucker, the famed business guru who really set the whole pace of innovation for the 20th Century said long ago, 'marketing and innovation are the only two functions that generate income and create business. Everything else is an expense.' And it might be an overstatement, but if you are committed to innovative and multi-dimensional marketing, not just one static activity occasionally or episodically or tactically, but integrated, multi-pillared, multi-source marketing that's constantly designed to target the best prospects, bring them into your association, migrate them to a first purchase, upgrade them, resell them, evolve them ongoing, get them to the point that they bring new referrals in, then you're not really building a business you're just running a good or a bad promotion. You don't want to be in the promotion business. There's no satisfaction in it. It's very stressful. There's no asset value. You want to build an enduring, sustaining, constantly evolving and multiplying business. And that's all I have except for just a couple of summaries if you'll let me Rich and I'll turn it over to you?

Rich: Sure, go ahead and why don't you close it out.

Jay; Okay, well first of all, this has been a really stimulating panel. Rich and I apologize. We can go on and on. We're so committed to contributing in a way that really moves each of our members to profound and profitable action for their business. We don't want to be intellectual entertainment and I hope it's evident to you. Those of you who have upgraded your service and you get transcriptions and you get the recordings and you get the action plans, I really commend you to listen again and again and review them and do something with it. Those that don't, I hope you took good notes because we try very hard to contribute to you. We are so pleased that each and every one of our panels seem to get better and better and that's a function of probably the experts we've been able to attract. The fact that they listened to the previous sessions and they want to one-up them and do more to contribute more and Rich and I are trying harder and harder because we're getting feedback and doing more and more so we can promise you that each and every subsequent will get better and better. And all we ask of you is don't let this just be entertainment. Take action. Implement. We're doing this so you have the most extraordinary equivalent of world-class mentoring and coaching at your beck and call. And that it's something you could never have access to any other way. Then you have Rich and I interpreting it, so please value what that is and don't sit by idly in a contemplative move. Move from thinking to action. Remember, action. Nothing happens in business until somebody takes movement.

Anyhow, that's all I've got, Rich?

Rich: Great Jay and we'll talk to everyone real soon.

Jay: Thank you everyone, until the next section, bye.

(END)