

Okay we are picking up where we left off, which is a page that looks like this. You will recall we are in toolbox and we are in the drawer of the **product/message**. And three things to keep in mind about that are these. One is you definitely want a thing – a system, a plan, a company, a certification, an identifying mark, a badge they can wear. You want a thing from which they can draw confidence and on which they place value. And sort of the messiness and the marketplace conversation. See if you took the ability to say, "Jeff Walker trained product launch person," out of that all the value is really still there but not to the buyer because that's the thing he or she really hanging their whole hat on. That's what they're drawing their confidence from. So you want a thing.

You obviously, we talked about it, you need a person that they are attached to and you need a sense of place. So nobody really is eager to buy improvement or opportunity as a one and done. Now logically, so again we got to be careful that it's not us. So here's how I would prefer and in many respects you may be the same. So here's I would prefer to say, "Add a million dollars to my income next year like in a few days without working." I would prefer not to have to come and sit in a seminar to learn how to do it.

I would prefer not to have to have any kind of long going relationship with anybody. If you could just write it on a 4X6 card and give it to me I'm happy to write you a big check for it. That's me. Now really you would think well shit everybody ought to be happy with that. It's the last thing they want. And not only would, of course, they be suspicious of it to the point that it would be difficult to sell it but beyond that that's not what people want. They want to plug into something. And they kind of want to stay plugged.

Now they also leave after a time but that's another story. What they want when they buy is they want to plug into something. In Bill Driscoll's business if he's said, "Look, here, we'll put you in the fire alarm business and by the way here's these molds you can use and you can make the fire alarms in your kitchen out of the trash basket so you don't have to buy any alarms from us. And so we'll just go teach it to you and here you're in the business." That'd be harder to sell than what he's selling now. So you can keep all the money. You don't have to buy anything from us. You don't have to give us any money. We'll just teach you the business, turn you loose. That's not what they want. And so this third thing is kind of important. You have to have something they're plugging into and staying plugged into when you present opportunity to people.

I'm going to skip a couple of things for the sake of time. What do I want to do? Well let me just show you a couple of examples I guess real quick before we go on. So some number of pages over from where we were you'll find a page like this, Opportunity is Reinvention.

So just show you a couple examples before we move on to next big topic. So we talked about how cash practice was a reinvention. I showed you that as an example. Selling reinvention against the enemy. So we talked about enemy on the list. For sales people it's home office. So now if you put these two things together where the reinvention is also the answer to the thing that is making them miserable to the villain. So the latest version of that for a client of mine in chiropractic, we've made the villain all the marketing systems everybody's selling. You might think of that as buying the hand but nonetheless. So literally this is actually about the last thing you need now is another marketing system. And instead you need to completely reinvent the practice and here's how we're going to do that.

In this ad we've made the enemy my friend. And so your headline is, "Can you reengineer your practice to be safe from Obamacare or other nationalized healthcare or other government interference, intense competition all the other evils?" Yadda, yadda, yadda. And no not by making superficial incremental changes. But the last thing you need is another marketing system.

I've also given you a couple of replacement examples that follow and you can look at those on your own time. But there's a couple of examples now of replacement copy. So now let's talk about the thing itself. So when you go to structure this opportunity thing now, if you're going to fool with the **thing itself** and sort of not just how you talk about it. Just keep turning them over. You'll get there eventually. I promise you it's there. So really the two issues, the two issues are **structure** and **how you get paid**. Those are the two issues that you confront, right? But how are we going to structure this thing we sell and how are we going to get paid for it?

And so the structures are basically these things or combinations thereof. We could actually have a franchise. And we do have info marketers in niches who make the shift so you're considering it or close to it or whatever. We do have info marketers. You're in the franchise business, although not in info marketer with UPS stores. Probably on Planet Dan at the moment Tom Shack is the best known with Healthsource who I think is up to 360, 370, 380 clinics in chiropractic in now maybe what four, four and a half years? From four. And by the way nobody ever made it work in chiropractic and many times it's been tried before but this puppy works.

So there is actually a real franchise. You hire a real lawyer and there are real documents. There's real registration and there's real fees and there's

real royalties and there's enormous control. So there's a franchise. And then there are almost franchises, which are structured in such a way as to not have to register them, not have to take as much control and absorb as much responsibility. But they're close. They flirt. And essentially in the direct sales industry where Bill lives a dealership is close but not quite. And most of the area exclusive programs and info marketers do are close but not quite.

And so in both of those cases the sort of the big piece of leverage you always have is some version of limitation and exclusivity. That's the big piece of leverage that you have because people want it more if only one can have it. And if there's a risk of somebody getting it that they don't like that's even better.

Then you have distributorships if they're going to sell stuff of yours. You have a consultant opportunity with or without certification language as Jeff just described. You have sort of the more traditional coaching plus where people are being paying to be in a group or not in a group but getting on the phone. So again a coaching relationship plus they're getting a bunch of stuff they can use and maybe exclusive access to stuff nobody else can use, vendors behind a wall who will do certain things for them.

In the client I'm working with in financial services, so we have Dean Killingbeck and birthday mailings. So as a vendor to them, but we have exclusive birthday mailings that only the guys in this program can use. So the content is exclusive. The vendor really isn't but the combination of the two are exclusive. You have benefits and services plus coaching where all the emphasis on the stuff, what is being done for them and the coaching is sort of the 'oh by the way.' You have just out right services. And you have one time events, training or one-time event training plus a bunch of stuff attached to it. So those are your structural options of any significance.

And then how you get paid and get paid by fees. You can get paid by fees plus profits on services used, which you may or may not choose to disclose by the way. In some relationships it's all fully disclosed. In other relationships it's hidden. You can have fees plus a share in the upside, which is one of the questions that was just asked. And like everything else it has pluses and minuses. This seminar is not about that. So this is really a quick review of these things but percentage of upsides tend to be, of course, if you're in a real franchise relationship you're sharing in the gross, not just the upside. So sharing an upside tends to be some version of what's called in practice management Percentage of Base, where some base of where they are is established and then you're sharing in the increase. Or like in Lisa Miller's business she's sharing in the cost savings by percentage.

There's fees plus some share in the upside, plus getting profits on the services that they're buying. So you're getting money three places. There's some situations structured where it's all upside, no fee. Upside plus service and some people take equity. So there are businesses where literally, and it's actually alternative to franchise if you eat at like a Hyde Park Grill. Those are 50% corporate owned and 50% owned by an individual partner in that unit by unit by unit by unit. So it's a different approach to franchising. It's actually partnership and there's a share in the equity. So those are your structure options.

The exclusivity issue if you're not fully familiar with it, it dramatically helps the sale of an opportunity if it includes some type, some type of exclusivity for all these reasons. So one of the big things people worry about, right, when they buy improvement or opportunity is well how's it going to help me if a whole bunch guys in my business in my area are using the same stuff? And so that's in their head. As soon as they start to accept the idea that what you've got is good and will be useful to them, the next thing they start worrying about is who else in my area has it? And who else in my area's going to have the right to use it too? That's the very next thing they start sweating bullets over. Okay? They haven't really got it yet. They haven't started using it. They haven't used anything they've ever bought in their entire life. But they're worried now that there may be four other people who have the same stuff. And if you don't think it's an obstacle to their buying your wrong. It's at every level – low dollar amount, high dollar amount, doesn't make any difference.

Well no they're won't be anybody else in East Tupelo using this stuff. There's only going to be one. The only question is you or somebody else? I wouldn't recommend it but the way, like Jeff could've done it, is either area or he could've done it by type of business. So you get to be the product launch person for everybody that's in the get rich in real estate world and you get to be the product launch person for everybody in the get rich in cumquats world. And you get to be in nutrition. And now you'd have to charge a whole lot more money. But it is an answer.

Second reason it works is because they start to focus on who they don't want to have this thing. And that's a very powerful motivator particularly in local geographic markets and enclosed niches. So when you're selling to dentists, chiropractors, real estate agents, insurance agents, hair salon owners, gym owners, whatever you know that there is somebody in their market area, in their business they hate. It's usually, not always, but it's usually the most successful one who is also tends to be the most visible. So every time Joe the Lawyer clicks his TV dial he sees commercials for the big shot lawyer in town and when he drives to his office there's four billboards for the big shot lawyer in town. And when he goes to the

charity fundraiser for the Cancer Foundation the front five tables are all taken by the big shot lawyer in town and he hates this guy and he thinks about him a lot. Every time he sees the billboard, every time he sees the TV commercial. He actually thinks about him more than he does his own business. He can't stand it. It drives him crazy.

And so the prospect of that guy having this too, even if I'm not convinced it's any good and I don't want it, but the prospect of him having this too is just beyond, it's unbearable. And so that really works on people's head.

Pride of ownership as motivation. Goes back to status on our list, right? So if you're the only one, if there's, or one of only 50 or one of only a hundred in the whole country. So if there's some level of exclusivity to this the status of owning it goes up, which now becomes another reason to buy it, which either helps you sell it or helps you with price elasticity or helps you with speed of sales cycle or helps you with all three.

So some version of only one or only of a few or only one here or only one in this industry or only five this month and then everybody has to wait. Some version of exclusivity adds to the status of the owning of the thing. So if you think about celebrity owned things that then get resold, there's a value now added to the thing, the car, the house, the boat, the whatever purely because it's the only one that the owner gets to say, "Sinatra slept here." I don't know if you know this, by the way, but this is a great Dean Martin story. So Dean had a brother in-law from first divorce, if I get this right, who was pretty much incapable of supporting himself. But he had a real estate license. So they would buy a house. Dean would go sleep in it. Stay there for a week or two. It was titled in Dean's name. And then they'd put it on the market. And they would sell it as Dean Martin's house where Dean Martin lived for 30, 40, 50% more than they paid for it and then they'd buy another one. I don't know the number for sure. I've read different reports but it's somewhere between 60 and 80 houses that people are all living in with Dean's picture on the mantle telling everybody this was Dean Martin's house and he lived here and it's true about every single one of them. Of course, each person thinks he's the only one. But adds to price elasticity.

So if you think about it, why does that work? It works because it raises the status of owning that thing, right?

Assist with price elasticity can convey real or perceived equity. So if this thing is exclusive in my area or in my industry and it is in any way resalable then there's equity in it because of its exclusivity. If there's brand attached to it so much the better. So part of your argument has to be, right, how much more valuable is a UPS Store after five years than is an independent pack and ship place? Well night and day but how much?

Audience: 150.

Dan: 150%. So why would you buy that instead of starting your own? It's because of the equity argument, right? And two things make it more valuable theoretically, right? One is the brand and two is that they only allow one every so many square miles where there could be 500 independents. So part of his argument for buying this thing is not the income you make from it but the equity that is created in it.

So you get to tell some version of my present bank, future bank story whereas when all we're doing is equipping somebody with a way to make money, we can only tell the income story. What else?

Supports the language of ownership. It can create authentic urgency. So most urgency is inauthentic meaning we make it up. And we make it as real as we possibly can but on one level everybody knows we're kind of kidding. About the only thing that it's real and authentic within the normal info marketing world may be an event because look around? We could get a few more in here. Next weekend I got 160. But that's about it. That's going to extend that baby over there and it's going to extend that baby over there and it's going to run another row all the way across the back. And the camera guy is, we're going to hang him so people can sit underneath him. So he's going to be hung from a little hook up there and then pretty much that's, I can't do anymore.

But other than that, so when we do deadlines and the order has to be in by midnight at such and such a day. How many of you do that when you sell stuff? Order has to be in by...okay? And if an order comes in a day late how many of you refuse it? Anybody? John, good for you. You, good for you. The rest of them see fraudsters, liars, cheats and thieves. So we just found the only two people with any integrity in the whole cotton picking room, me included. Yeah.

But so we all kind of know, right? But this is authentic urgency because if there's only one or there really is only going to be one of 50 then you could be number two or you could be 51 and you are screwed. So there's real urgency. So it helps with that, supports takeaway selling, can enhance compliance if you have it structured in such a way that you can take it away from them.

Maybe your next page or page somewhere after the page we were just on because I have no idea. So talk a little bit about what to look at and **borrow from the direct selling industry** and the network marketing industry. Who you should understand are the oldest marketers of opportunity there are. So from a longevity standpoint nobody beats the

direct sales industry and almost nobody beats the network marketing industry. And so they have to be considered in this whole mix of are they doing any smart things that should be transplanted and used by those of us who are not in their industries but are selling opportunity in one way, shape or form.

And just so you know with clarity, so direct selling, so network marketing you guys probably all understand. First of all is there anybody in the industry? Is there anybody in network marketing? Okay. Close. Once was, flirting and you guys are and you are. So there's a few. Is there anybody in here who has not been to a multi-level marketing opportunity meeting in your entire life? One, two, three, four, five maybe. Those five people obviously have no friends and are orphans.

But actually think about the penetration. So only five hands went up, right? Everybody else has been drug to at least one opportunity meeting. It's not unique to you. You would get pretty much the same ratio in the general public. You might even get all five. You might be a hundred percent because you guys may be just smart resistors. But usually even if you try not to go you eventually get to one of them by hook, crook or deception. In Amway it used to be called the Amatrap. Well Amatrap is they're invited over for coffee and brownies and then once they are all in the living room the person drags the chalkboard out of the closet and positions it right across the door. It's called Amatrap. It's unelegant.

So the network marketing industry or what used to be called the multi-level marketing industry versus the direct selling industry, the big point of differentiation is the direct selling industry, 'A' is more about selling product direct to consumers than it is structural recruiting. Sometimes not by much but it is. And direct selling industry tends to have no levels or typically no more than three. So it tends to have some sort of regional person. It tends to have a manager and it tends to have sales people and then it stops.

So if you look at Tupperware. Tupperware's a direct sales company. It has three levels. In some countries, in some of their companies there's a fourth but there's no more than four levels and it stops. The network marketing industry has multiple, endless levels with no stop and it tends to be more about recruiting than it does tend to be about direct selling of product to consumers to the extent that 80%, 90% if not 100% of the product is consumed internally by people who are distributors, not customers, which is a regulatory gripe about the whole industry but that's neither here or there. So those are the differences.

Otherwise there are profound commonalities. For the most part most of them are recruiting entirely from great unwashed masses, mixed breed of

dog, great diversity, high income people, low income people, college educated people, no educated people and they are selling opportunity and opportunity concept totally. So that's their entire message. So what can we learn from them? Well much but I have a few key ingredients for you.

One is they are maybe better than we. They are very good at establishing a big dissatisfaction gap between where somebody is and where they had intended and hoped and dreamed about being. One of the things you should know is that recruiting, mostly in network marketing but even in direct sales, recruiting is difficult. Recruiting is not easy. They have a harder road than most of you because there's so much predetermined resistance in most people to the entire idea and then in most cases we're asking people to do things that are, at best, uncomfortable for them if not outright onerous like sell, sell to family, friends and neighbors. Expose yourself as being in this thing that people are going to make fun of you for being in this thing. See when we tell somebody they can get rich on the internet they can go try that in secrecy. Nobody has to know.

This public. People know they have to. And by the way if you're good at recruiting you make sure everybody knows so it's harder for them to back out. But there's a lot of hurdles. And so they have to be better at certain things than most of the rest of us, which is why it why we're studying them. So one of the things they're very good at it is establishing this big dissatisfaction gap between where somebody is and where they had hoped, intended and dreamed of being. A lot of the message is really about that in a well run company's in hotel, professionally run opportunity meeting or the equivalent now transplanted to the web. More than 70% of it is this preamble, this building the dissatisfaction gap more than it is anything else because a person has to be really, really, really, really unhappy with where they are to buy this solution because it's not a solution. It's a shovel almost nobody likes when they see it.

They are very good at invalidating all the bridges across that gap except theirs and again many more traditional info marketers are not so good at that. They leave the possible existence of other bridges in place, especially when they talk improvement instead of talk opportunity. So if we're selling 'fix your phone' to the doctor for his practice the mistake made is not to invalidate every other way he might achieve the same outcome in his practice. So he might do better advertising. We got to make sure that he is at point of despair about there being no possibility of doing better advertising. He might get a better staff. We have to make sure he understands there is no such thing as a better staff. You can keep firing him and training him all you want and the one you get is going to suck just as bad as the one you got now. That's no answer.

And you won't see a lot of info marketers doing it but you'll see a lot of opportunity marketers doing it. So the invalidating of every other bridge. So a good MLM opportunity presentation, and by the way the five or six of you who raised your hands have never seen, you should see. Everybody needs to experience once at least and try and find somebody who's good at it and go. Don't sign up. But go.

So good MLM opportunity meeting presentation includes a big block of copy about everything else so it invalidates buying a franchise and here's why franchises suck and why you don't want to own a franchise and it validates starting a business on your own. It invalidates getting a better job. It invalidates getting a better education to get a better job. It invalidates the idea of job altogether. It invalidates the possibility of saving, enough money out of the money you're making.

So every one of these options from you may have an aunt living somewhere you don't know about who's got a lot of money all the way down to you could get a better job. That's all got to go. Investing in real estate, it has to be destroyed because it's in front of their faces all the time as a viable option. So they're better at this than we are.

Three, they're real good at making sure that they present their thing in a way that there's no question any buffoon can do it. And increasingly there's a lot of 'do it for them' built into their businesses for this very reason. But in reality the big booms, so Herbalife, which I gave you a couple of articles about Herbalife historically. So the big breakthrough for Herbalife, well really two, but one they did TV but they didn't infomercials. They did two hour live Sunday night broadcasts. They did live TV every night, every Sunday night on a national cable channel for about three years I think, when you could still buy two hours. And so the idea was you'd drag your friends, relatives and neighbors into your living room and everybody watches TV. You don't have to do a meeting. You don't have to be able to do a presentation. All you got to be able to do is get them front of the television. So it was a big do it for them.

The Turner Companies' big growth was no living room meetings, big hotel meetings put on by pros. Because one of the big flaws in the ointment is asking John and Mary to actually do an opportunity presentation. So that was all hotel meetings done by pros. Some of the companies come to close to it. Forever living at regionals out doing most of the hotel meetings. Today there's a lot of stuff done for them on the internet. A lot of the pitches that are all about it being pure an internet business are nonsense because it doesn't work. If you don't have to face-to-face, nose-to-toes and you don't have people in living rooms you don't have a business in this industry. But it's an appealing story.

But some of the done-for-them works. So they're very good at convincing everybody that...so all this stuff that we jump to mind, no you don't have to be a salesman. They are very good at wiping out every possible thought somebody could have of why they can't do this. And they're very good at poster children and poster children stories who prove this idea. So they're very good at using the success stories they inevitably wind up with who are, who just absolutely prove that you can be dumb as a post, broke as a pauper, have no personality. You'd be mute, for God's sakes, and here look at what Charlie did. So they're very good at that.

The last thing they're good at is making a person define himself by his yes/no decision. So almost every one of their presentations will have a close in it. If it's not the main close it's the close either before or after the close that in one way or another is by the action you're about to take you now define yourself as to whether you're a putz or whether you're a winner. And it forces them to display it.

In the really big hotel meetings people marched, they had to march up on stage as they joined with everybody else still. So you had kind of the Oral Roberts I'm ready to be saved coming to the stage going on. One of the biggest companies then had the big Olympic metal thing hung around their necks as they came forward and it feeds on itself. So there's fewer and fewer people sitting out there and more and more people up here. And you're kind of declaring yourself. So one way or another they're very good at it. If you find their copy their copy is good at it, their language is good at it, their presentation is good at it forcing people to visibly pick door number one or door number two and by that decision and action define themselves.

So those are the big things from the direct selling industry. I would suggest to you, in the multi-level industry. I would suggest to you that if it is not a world you are very conversant in but you intend to continue as info marketer selling improvement or preferably improvement repositioned as opportunity it is a world you should make yourself conversant in.

There are magazines. Success has really turned into a multi-level magazine. So if you get, there's Success Magazine and then, I was going to show you this for different reason, but there's a magazine called Success From Home and Success From Home is bought and paid for but it has real content to make it look like it's not totally bought and paid for. So every issue of Success at Home and there may be one a month, there may be 18 a month it just depends on how many they can sell, a company to buy. So this issue is really all about this MLM Company XO We Thin or however they pronounce. God help them.

So the magazine is a pitch tool for the distributors of this company and for the moral of the distributors of this company. The only company in here is them. But then they pad it with real content. So there's a Martha Stewart article. There's a Joel Osteen article. There's a Zig Ziglar article, etc. so that it has kind of a feel of a real magazine but it isn't.

Yeah, you'll find this on the newsstand at Barnes and Noble if you don't want to subscribe but you really ought to subscribe if you're serious about this and then you'd get them all. A lot of them have DVDs packed inside. So there's a pitch DVD in this one for this company, whatever this is Euro Lean, which depending upon how far apart these were these are the same guys that were over here. I don't know how far apart these were. Oh no, see these were in the same month. So this volume seven issue one, volume seven issue two. So they both came out in the same month because it's really just how many people write a check to have an issue? That's the deal but it's very well done. It's brilliantly done. It's elegantly done. And from your standpoint there's an important component. So there's standardized component parts in every one of them, right? So there's the Profile of Success story. So there's four or five featured stars of each company, at least one of which has some sort of fabulous from dysfunction to wealth story.

And the stories, because their writers do them, the stories are very well done. Then there's mini stories about a bunch of other people. There's some rational justification destroying all other options why this thing is the only thing in life to do. There's sort of the story of the founders because every one of these companies is personalities driven. So there's a lot of elements that we use that they use but in many cases they're better at it than most of us, because they have to be. And they've had to be. So that's a place you can study.

Success Magazine is more of a real magazine but still it's 90% dominated by the MLM industry these days. So those are the two. If you get Success and you get Success at Home you're really seeing sort of the pitch of the month, if you will, or the two pitches of the month or the three pitches of the month. And some are better than others but they're all pretty well done. And so it's a pretty cheap kind of ongoing education in a lot of the elements that we use. And obviously they do a lot of webinars, they do a lot of online marketing. They do a lot of teleseminars. So if you want to play prospect for a while, if you see one and it looks like the people are really sharp and they know what the hell they're doing then play prospect for a while. It's not going to harm you and you can see some more.

But it is an industry within the opportunity industry that ought to be studied. I gave you a few articles that I thought were instructive one way or the other that again you can look at your own pace. So flip past all the

articles and let's talk about where you get material to help you on an ongoing basis, make all this stuff work.

NOTES

HOW TO GET SMARTER

So the gathering of material, one is historical archives and examples. Right? So I've exposed you to things like the Lyman Woods story and Ben Suarez's stuff and it is the tip of the iceberg because the selling of opportunity outright, the purist from the get rich guys to kind of real opportunity and the selling of opportunity in niches is not new. I have stuff dating back to Civil War newspapers. So while they were shooting each other they were recruiting each other. And somebody was selling get rich in real estate even while blood was being poured over the land.

So there's a ton of historical archives and examples. And I am an advocate of looking, of spending a lot of time **going backwards in order to go forwards** because the people that did it a decade ago or longer. So again if you think about George for a second and a million bucks a week with an opportunity company in the years in which he did it. Think of all the tools he didn't have that we now have. So everybody had to be better than we have to be now to get the results because they didn't have tools. So the guy who managed to sell a \$200 get rich in real estate course in 1923 what had to happen? By the way his process wasn't much different than our process. It's just he didn't have any tools. So he ran a lead generation ad and people wrote in or sent in a dollar or sent in four postal stamps, whatever, in order to get his free report and he then sent them his sales letter and then they had to read it. And then they had to go get a postal money order and not talk themselves out of it while they were going and getting a postal money order. And then they had to mail in the postal money order to a stranger they didn't know for Adam's housecat and know they were going to wait a month before they ever saw anything.

So what that guy did much harder than what we have to do today. He had to be better. And so there's a good chance of discovering something he was doing that has been kind of lost through the years that nobody feels compelled to do now but if they added it to what they're doing it would help their results considerably. So I'm very big on going backwards in order to go forwards. And so dredge up the old stuff; kind of make that your hobby if you're serious about this thing.

And I've mentioned names. If you've gone along you all got a Google on your little doo-hickey. So it's not hard to find these folks. Contemporary examples, of course. You should be on the lists and getting mail from pure opportunity marketers, real opportunity marketers, every marketer in

the niches that interest you. You've got to be looking at what everybody else is doing and you want comparables. So they don't have to be competitors. They don't have to be selling what you're selling to who you're selling to but if they're selling to who you're selling to with some comparability. Process is the same. Price is the same. Main appeal is the same. We want to study all them. Or if they're selling something comparable to what you're selling but they're selling to somebody different. You want to be studying them.

And look, you have an easier task of this than I do. So there's no defense for you not doing it because you're single business focused. I then at any one given time I'm dealing with clients in eight, nine, 10, 11 different fields and industries and product categories. So I got to do all this for 11 different things. You only got one. No excuse not to do it.

Build your swipe files. Look for the commonalities of the six things, the seven things, the eight things everybody's doing. And so then you make a decision about them. You can make a decision to defy them and try and sell contrarian to them and sometimes that's interesting but generally speaking if nine smart successful marketers are all showing a picture of somebody with a big fancy car there's a reason. And in many cases five of them ain't got a big fancy car. So they had to go to like a little trouble to get the picture. When you see these commonalities you cannot afford to ignore them. You can decide but you ought to very deliberately and carefully decide that you are not going to incorporate them in what it is that you do within some range of your own personality and your own. But you ought to know what they are. You ought to know what these commonalities are.

So if you sell or are about to sell, I don't know, how to have a more successful gym in the fitness industry and there's 11 people making a living doing that you got to look long and hard at what are nine or more of the 11 doing. And go back a decade and take a look at what everybody was doing before them too and see if there are commonalities. So every opportunity presentation I've ever seen done in a room has some version of pick a door and by your actions we shall know you. And therefore I would not do a presentation in a room without doing it. I just think dumb as a box of rocks because a bunch of those people are doing real well and they're all doing some version of it. If you sell resources from the front of the room everybody, you ain't going to find anybody that doesn't do a price drop, doesn't do a value build and a price drop. Different people do it differently. And by all means play prospect. That's the biggest one on this part of the list.

People will educate you for free. Why wouldn't you do this? And I can't tell you the number of people who I sit with one-on-one who are either in

an industry selling something or are about to go sell something and they haven't even played prospect with the most successful people already there. Why would you not do this? Let them have at you. Give them an address. Give them a cell phone number you don't use for anything else and let them have at you as far as you can carry them all the way to not signing the contract.

Now you're not going to like people doing that to you. I know. And so you don't like me telling people to do it. And I understand that too. But it's just beyond my comprehension that people don't do it. When I went into the chiropractic niche for the first time the very first thing I did is I took one of our few staff people and anointed her a doctor because nobody checks crap, by the way. You could look up and see if this person's a chiropractor or not in two seconds. Doesn't matter. She was ordering from equipment companies, nutrition companies. Doesn't make any difference. You put DC to your name, you're a chiropractor.

Well you want to sell something or not? Right? So her deal was here answer every ad in Dynamic Chiropractic and drag them along as far as you can go before they give up on you and don't buy anything unless you come and talk to me first. That's the game because I want to see it all. Now most of it they're idiots so you get to rule that out. But smart folks they're in there four months, six months, eight months, five years, three years and there's some commonality what they're doing you want to pay attention to.

Second place you get information, of course, is from your own customers to whatever extent you already have them. There is a caveat. The caveat is when you back information out of the customers you already have it may very well have a built in bias related to where you got them. So if all your customers came, so bunch of my customers came from speaking on a Peter Lowe tour. Well the last five years of that tour we only did major markets. So we did Atlanta and we did Chicago, we did L.A. We didn't do Cedar Rapids, Iowa because there wasn't enough people there to take one percent of them and get 25,000 in an arena. So Cedar Rapids, Iowa don't work for us but it'd be a very big mistake on my part to conclude that my best customers are all in big cities because my own sourcing biased, the profile information I now have about my customers. So that's the caveat. You have to realize that you have built in biases based on your sources up until now that may or may not hold up when tested by trying other sources. So until proven they're indicative but they're not necessarily predictive.

With that caveat said obviously you want to look at profile information from your existing customers. Who are they? What do they do? How old are they? How big or small is their business? Anything that is data about

them that is obtainable, that you already have and in many cases you already got a whole bunch of information you're not using or that is gettable by survey, backwards research, any which way you can. The more information you have to consider about your customers the better.

Observation. Look at them. And also look at your prospects. So a lot of times people don't even look. You're not your customer and you're not part of what they do. You don't know what they do. Go look at them. So if you're selling to the Wal-Mart crowd and you never go to Wal-Mart you got to go hang out at Wal-Mart for a while. Go over there, say hi to the greeter, get yourself a cart, walk around on a busy Saturday and take a look at them. You may learn something. Strike up conversations with them. You may learn something. And vice versa. If you're selling to the Neiman Marcus and you're a Wal-Mart shopper and you would never pay Neiman Marcus prices for anything come hell or high water you need to go spend some time in Neiman's. So you need to look at them. Have conversations with them.

You can use focus groups. Focus group research it's not iron clad perfect but it's often better than nothing, especially when profound commonalities surface from focus group conversation. So if almost everybody says the same thing you've got to take it into consideration.

Trend, of course. List information. So we talked about mailing lists. And the only thing that I want to mention again that's on this list is try and get, if you're going to use mailing lists, try and get your hands on the successful direct mail packages that are being mailed to the same list or lists that you're about to use. Again you want to see the commonalities and what is being repetitively mailed to those lists. You got to read and watch what they read and watch at least once. So if your crowd is watching Jersey Shore there is no other defense for watching Jersey Shore. But if your, otherwise you should be ashamed. But if your audience watches it you've got kind of watch it, sorry because there's a reason they're drawn to it. See it's not so much about what it is but there's a reason they're drawn to that. And we want to try and decipher the reason. Right? Jersey Shore, by the way, is structured just like wrestling in case it hadn't occurred to you if you watch both. It's exactly like watching wrestling. And so all the same elements. If it interest you watch an episode of Jersey Shore and watch an episode of WWF or WWE, whichever it is now. You'll see it's the same show, especially if you watch. Which is the women wrestling? Who knows? Come on. Really you don't know? Oh you got to watch. Oh yeah a McMahon owns it and it's hilarious. It's just hilarious. You got to watch it at least once. I can't believe you haven't clicked into it.

But if you watch an episode of the McMahon, Vince McMahon's women wrestling night and you watch an episode of Jersey Shore it's exactly the same show. The girls are better looking on the wrestling thing but other than that it's the same plot. It's the same key elements. It's the same everything. Go where they go. Get commercially available research. In a lot of cases there's a ton of commercially available out there that you can buy. Buy it. Make sure you get the tribal language right and all of this is most important because our biggest challenge in marketing in general but in this is separating what we believe about them and what we reality is for them. And so we can't help it. We accumulate our own belief system about our business and about what we sell and about who we sell to and who they are and the overwhelming majority of that when it's annunciated to me by a client has not factual support. If you challenge them on it they're only factual support for it is their own experience. I know it because I know business and I know my customers but I have no empirical evidence to support this belief about who they are or what they'll respond to or what they like or don't like or what they think there is no empirical evidence. And so our biggest challenge is always separating what we come to believe about them and what is true about them. So if you loop all the way back to the first day there's a whole list of things that we tend to believe about them that I've done my best to convince you are quite possibly not true at all.

Okay, last thing in our toolbox to talk about is **process**. So process, of course, is *how* we sell this thing we have crafted to the people that we want to sell it to. And I don't have anything really new under the sun here but I do want to make a couple of points.

The first big point is process matters linked to who you are selling to, maybe more than linked to what you are selling. But it's all linked. So certain people, certain demographic groups, certain people in certain industries are more or less prone to respond to certain processes. So for example, let me say another way, in the healthcare professions the higher the chair side value of what it is that they do and the bigger their egos the harder it is to put them in a room to sell to them. Why? 'A' because they sacrifice a crap load of income if they're doing anything in order to be in the room.

So a chiropractor if he takes two days out of his practice he's lost a few thousand bucks at best. A high end cosmetic dentist may have lost \$30,000. A high end cosmetic surgeon may have lost the same or more. A heart surgeon may have lost \$300,000. So the higher the income the harder it is to put them in here and sell to them. And by the way, the harder it is to get them anywhere to sell to them, the harder it is to get them on a teleseminar the harder it is to get them on a webinar. And also

the bigger their ego the harder it is to get them into the room because they don't want to be seen by anybody who knows them.

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Like putting a hugely successful cosmetic surgeon in a room is like getting him to go the porn store. So he's got his raincoat over his head. He wants to register under an assumed name. He's worried about who's going to be there to see him. And it's a big deal to him.

Chiros, no offense intended, but on a scale of ego a lot less. They're pretty beat up. They're sort of at the end of the food chain of doctor now. So putting them in a room is not that big of a problem. Their chair side value's lower, their ego's less. So almost every targeted group has a process that is a good process in many places but not applied to them. On the other hand a process that is a bad process for many groups might be the best process for yours.

Long sales copy in print for functional illiterates no good. Got to be audio. Got to be video. Now it can still be long but we can't ask them to read. We give them a comic book, by the way, that works, pictures, captions.

So process. What are processes? Well one is, of course, we do lead generation. So we do lead generation. We can strive and in some cases we can achieve and in a few cases it's necessary to try and do self liquidating lead generation. The basic difference there is do we let them have information free or do we make them pay some small amount of money in order to get the very first thing from us. Usually if we're in a niche or where we believe that the overwhelming majority of the people are going to communicate with at least have the economic ability to buy free is the winner over trying to get somebody to give you \$9.00 or \$19.00 or \$29.00 or \$39.00 to start your process if however you're sifting and sorting through huge numbers of poorly qualified people, I'm going to show you an interesting wrinkle on this, then making them give you \$9.00, \$19.00, \$14.00 may be the thing you have to do.

In print ads with the \$4,000 a day Jeff Paul business we had some magazines we advertised in where we made them give us \$14.00, other magazines where it was free. And it reflected a differential in how big the haystack was we were collecting and how few needles or how many needles might be in it. We can drive them direct to preview seminars physically or phone or online without putting anything in their hands. So our lead generation drives them there or we're driving them direct to first purchase.

Our process with leads. There's the preview seminar or the phone or the online equivalent. There's to the phone one-on-one with a tele shark. And

as recently as five years ago I would, and I would still say some of this is a lifestyle choice. That always has to be considered of what you're willing to live with. But as recently as five years ago I would definitely would've argued against outbound telemarketing except as the last resort step. If you had to do it, in U.S. Gold, in the Gold by Inch life we added it in the last two years because we had no choice. And I probably would've argued in most cases against the direct to the tele shark option. But not now. There are many, many, many businesses that can only live by driving them to a really good tele shark on an inbound call. And in some cases the economics prove that's the win. You'll see a lot of radio, direct response radio.

Some of the first people to do it this way were clients of mine. David and Lucinda Basset with attacking anxiety and they drove from a radio spot, somebody calling it was thinking they were getting a free DVD for shipping and handling only, driven right to a tele shark and sold a \$995 package. Nothing in between.

Now to be fair these are psychologically damaged people with great anxiety who probably are subject to greater manipulation by the tele shark than other people because just being on the phone has them in a state of high anxiety. So it's probably shameful. I don't know. But not if the product works. But you will see this now as a main model and at higher price points. So if you listen to AM radio, which if you don't...

Audience: I do.

Dan: It would be a good idea to a little bit regardless of your politics. I recommend the top conservative talkers as something you should listen to for a week. If you are on the spectrum where that really agitates you it's probably good for your blood flow. Okay? Because they are market makers. So Limbaugh, Beck and the tier underneath them – Hannity, Levine, those guys. But predominantly Limbaugh and Beck.

The minimum ante to be in the game is a hundred 'K' a week. A lot of advertisers are spending a million a week. And a lot of them their model is a direct response radio spot that appears to be driving somebody to the phone to get something free or nearly free and the tele shark takes over and is immediately selling them a \$500 to \$5,000 thing. So it would be useful for you to hear it and to play prospect.

To a meeting, one-on-one with sales rep. That's another model of what we do with leads. Then we have choices about when we put them in rooms. There's what I would call the fake seminar and that's a little harsh. But the fake seminar where people think they're coming for the seminar and there's either no disclosure or very little disclosure that the real purpose of

us having them there is selling them this opportunity, this coaching program, this whatever. So it actually is a big, giant sophisticated version of Amatraps.

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So they're coming to a seminar. So I'm running one next weekend. So I haven't come very far in all these years is really the conclusion. 1972 I'm doing Amatraps. In 2011 I'm just doing big Amatraps. But so they're paying to come. They're coming for a seminar and they will get a seminar. So they will get value regardless of what the outcome is. However, the entire thing is structured from beginning and end and middle in order to make that one sale that's it. So it's a seminar laid over top of a two-day sales presentation.

There is the disclosed event, the Discovery Day kind of event where you know, the person knows that either in full or in part they are coming to make a decision about buying this opportunity and in most cases there's going to be a choose a door event at the end of a day usually and they are either going to be in or they are going to be out. And if they're out they may be going home. I would love to do one once with a Survivor theme where they had them leave marching across the bridge of shame carrying their belongings in a little sack while everybody else sat around the campfire. I would just love to do that. We're very close to what I'm doing at the end of the month. Everybody who's in is coming up on stage and they're getting a big IN button put on them. And there's about two hours left where people wearing IN buttons are still mixing with people who don't have IN buttons. And so there's shame in this but there's disclosure.

So the pure Discovery Day format, if you don't know, is typically two days and it literally is a day where everybody knows they're coming to discover. It came from the franchise industry of course. And they are coming to get the facts, get the whole story, meet the people, get their questions answered and at the end of the day they're either in or out. And if they're in they're staying for the second day for training or fast start or getting their picture taken for their website or for whatever hell reason they're staying.

Sort of the quasi version of that is more like what I'm running for a client at the end of the month, where again there's a seminar but the disclosure is they are coming to part to decide whether or not they are going to switch from the company they're with to the parent company in this and the thing is sponsored by that parent company and so they know there's an Amatraps. So that's a format.

They can come to tour. They come to informal drop in days. George did it as reassurance for people who were already in the thing. Hey every Saturday you can drop by like you could drop by to this place in Sheridan.

It's not like anybody's within drop by range and without a GPS you better have an eagle and a rope on them who knows how to find...but it's great reassurance and you can drop by. Some people do that on the front end. I just structured it for a client in chiropractic last year. So he runs, he sells a very expensive program and part of his offer to the profession is two Fridays a month are drop in days. Come to my town. Come show up at 11:00, hang around the clinic for an hour or two, watch everything that's going on, talk to the staff, talk to the patients, just hang out. And at 1:00 I take my lunch break and we all go have lunch together and I'll answer your questions. And so it's drop in day. And on average last year three or four, and we're talking about a \$30,000 to \$45,000 sale. So we're not talking about nickels and dimes. On average last year three or four dropped in almost every Friday.

And would they have bought without it? I don't know because I haven't split test it. But I don't think so. I just structured the same thing for AWAI. The lesser version of this, by the way, so this drop by the location thing I know is [inaudible 76:15] to many of you, especially the people who your office is the laptop at Starbucks. See I'm beginning to think, I own stock, but I'm really thinking he'd be better off with a business model of charging rent and giving away the coffee free. That's the conclusion I'm getting to because it seems to me everybody's there for four hours except of the line in the morning. Otherwise it's the same guy. Panera Bread's the same way. I go in there occasionally to get take out salads on the time when I'm a bachelor and Carla's not there. So I'll go in and get three salads so I can for a couple days without doing anything. And there's clearly people who have been there since dawn. They got all their belongings around them. They got shit spread out. They've taken four tables, put them together to run their office. And what did they buy? A coffee and a soup. I mean please.

But anyway the drop by any time you're in town. It's in the Rohleder copy I showed you, the morning copy that's in your manual from yesterday. There's a, "Hey anytime you're in town drop by. We may not be there but Bertha's always there. The coffee pot's always on and you're welcome to take a tour and look at the wall of fame." Now you don't get a lot of it but it's not about getting it. It's about, and so George said it brilliantly last night about distributors. It's about the fact that they can. That's what it's about. It's about the fact that they can. That's enormously reassuring to people.

There's direct to purchase via media only obviously. That's, for most of us, for most of you that's your preferred process, right? And I'm a big fan of that process where they get stuff, they read, listen, watch. They fill out

forms, send in form. I'm still a big fan of that. I'm all for it. But increasingly it's harder and harder to make the entire process just that and hit your math goals.

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There is all of the above organized as sequential steps. There's the above with sequential steps but with different offers. There's some sort of an appointment no sales system. So we should talk about this for a second because it's important. There is a belief that if I've taken my best shot it's certainly true of anybody who sells one-on-one or one to group in a physical environment. But it's true of a lot of people with webinars and teleseminars and stuff too. If I've taken my best shot and I've done my best song and dance act and I made them my best offer and they aren't going to buy then chuck them because there isn't any value there. Big mistake.

First of all there's a lot of reasons why people don't buy right when they're offered the opportunity to buy. Ton of reasons. They absolutely swore to her when they left the house nothing was going to be on that credit card when they came back but their hotel bill. And so as much as they might want that thing the problem it is going to cause but three days later they can buy it. There wasn't any pledge about that. Right? So there's people who, particularly of a certain age, who have sort of a religious commitment to sleeping on it. Mike Crow [inaudible 81:38]. So you will hear in certain parts of the country and from people of a certain age, I have to go home and pray about it. And some people who don't enunciate it that's still the reason they didn't buy is because their modus operandi is three days of prayer and waiting for a sign from God before they make a purchase. Doesn't mean they're a bad prospect. Doesn't mean they're not going to buy because you don't know whether God's going to tell them to buy or not.

And as far as I know there's not a whole hell of a lot you can do about it. The good news is most people are kind of liberal about what a sign from God is. So they don't require much. Oh the garage door's open when we got home. That's a sign from God. So there's all sorts of reasons why they don't buy right away. That if invited again with nothing changed, same everything. So again all the years I was on the Peter Lowe tour I was the only speaker who mailed after the fact to the non-buyers. And by the way I told every speaker I was doing it once I saw that it worked and Peter told every speaker that I was doing it once he saw it worked and still nobody did it, except me. Now you couldn't mail all the non-buyers because people came in clumps right? So all you had was the names of the ticket buyer but there's a crap load more of them than I ever sold face-to-face, a ton. So I in a big hurry called out the ones who bought and we mailed all the rest of them. You were there. Maybe you stayed to hear, maybe you didn't but even if you stayed there's five reasons people don't buy right

away. Answer the five reasons. It's still okay to buy. We're not made at you because you didn't buy and you can have the same deal we gave everybody right there in the room. There's a big long sales letter, same pitch.

Now it rarely broke even. Sometimes broke even, sometimes made a little money, sometimes lost a little money on that immediate sale in part because there was a 50% split with Peter on the purchase but I bore all the costs but the customer value great. So I would do that all day and if I could have the name of everybody in the arena I would've dropped the 24,400 happily, not just the ticket buyer. But nobody else did it and it worked every single time. There's never a city it didn't work in. There's never a day it didn't work in. It was pretty predictable after a few times where it was going to be.

And so rather they're on teleseminar, whether they're on a webinar...I have a client right now who drives 600 or 700 people to a teleseminar every week. If he's lucky he sells 30 of them and he does nothing but the ones, nothing with the ones who didn't buy except they're dumped back into the general database and they get whatever general marketing occurs next. Now were it me I would be harvesting their names and addresses and they'd all be getting a Fedex the next day about why they didn't buy. And then they'd be getting a down sell offer and then they'd be getting a financing offer and then a tele shark would be calling them. But I can't get them to do it because he believes, I did 90-minutes. I did my best thing. I gave them my best offer. If they're not going to buy from that, and big companies are this dumb too. So if I had time I'd tell you the Weight Watchers story but I won't and some of you have heard it but big company small, everybody's the same.

So you want some sort of what I call "Appointment- No Sale." So somebody comes to a dentist office gets a case presentation and doesn't buy. Most dentist don't anything about that either by the way. There should be an Appointment No Sale system. So you want that for everybody you ever make a presentation to, however you make the presentation one-on-one, one-to-many, online, offline, whatever. Go right back at them and discuss the reasons people don't buy at that situation.

I have a group of financial advisors right now. So you guys, several of you in the room said you work with financial advisors. Get this, but it won't surprise you probably. So they go to the all the work to promote seminars. They put people in seminars and they try and get them to schedule appointments to come into the office and strip naked financially and then be sold a bunch of stuff. Right? Low and behold more people who come to the seminar don't make appointments than do make appointments. Some who make the appointments don't show up and some

who come to the appointments don't sign up. So there's three pools of unconverted leads. One pool of customers. What do you think they do with the three pools? Nothing. Not one damn thing. Some of them may call. Nobody's got a system. Nobody's got a process. Nobody's got a procedure. It's remarkable to me but it appears to be universal, remarkable to me. So Appointment No Sale.

Sometimes you may want to hand off system, particularly if you have tele sharks who are selling to them. So you've all experienced hand off. If you don't know what it is that's when the car sales guy goes and gets the manager. So he's gone as far as he can go and he can't get you to sign so he hands you off to somebody else. In the timeshare business you'll be passed from one to two to three until you break through the door to get out of there. They will okay if Charlie couldn't get them before you get your free clock radio that we promised you, I know it's been four hours but before you get free clock radio you have to talk to our clock radio disposition person Bertha and Bertha takes a whack at you, right? And then Bertha hands you over to Bill. It's really an ugly, bloody process but there's a reason they do it. There's a reason they do it. It works.

And some of the most sophisticated inbound tele shark operations work this way. They get handed off to the supervisor. So in our Gold by Inch the phone room at a certain point before they let them off the hook every tele shark was required to, "Okay I get it. There's no way I can help you but I'm required before we give up on you to let you talk to my supervisor Susan." Hand the phone to Susan and Susan starts over.

Well if I may ask Bill before we terminate the call what originally made you interested? And the whole thing starts all over again. Right? And by the way we did it because it was profitable. So that's process.

Then you have all these accumulated, unconverted leads because we will always have more unconverted leads than we will have converted leads no matter who we are and how good we are except very rare instances. So I had a speaker on tour for a while doing previews to chiro and dentists. And he closed 98% to 100% of every room. But that's extremely rare. For the most part you are going to have more unconverted than you have converted.

So one unending follow-up cycle, that's the way we communicate with them until they buy or die. As Jeff pointed out there's absolutely no reason not to do it with electronic media at least because fundamentally once you build the system there's no cost. So why would you stop communicating with them until somebody calls up and says, "Charlie's dead." And if you're really aggressive you say, "Would you mind sending me a copy of the death certificate before we take him off?"

You guys know the story of the guy calling up to try and get off the mailing list? You guys know this? Oh it's an instructive story. Old story. So a guy calls up and says, "I want off the list." And so the person says, "Well okay Mr. So and So but I do need to explain something to you. Right now you're on the 'A' list. If I take you off the 'A' list the only thing I'm allowed to do is put you on the 'B' list. The problem with being on the 'B' list is you can never get off the 'B' list. But if you're on the 'A' list you can get off the 'A' list when you want to get off the 'A' list. Now are you sure you want me to put you on the 'B' list or would you rather stay on the 'A' list?" And a confused person says [noise] because there's only two choices he says, "[Noise] I'll stay on the 'A' list."

This is big, switch to a different opportunity of yours. So this is, we had the conversation earlier, a red shovel, blue shovel. Okay? Just because they didn't like finally the shovel you showed them doesn't mean they didn't want the promise that you made that brought them forward. They still want that promise. They just don't like the thing you finally showed them from which they were going to get the promise. So they're still a very good prospect. In some respects they may be better because they're all revved up and now disappointed.

So you need another opportunity that fulfills the same three, four, five things that brought them to you that is something else of yours. In many cases, it's like what I just did with Jay Geier. So his front end product is fix the phone. He's got back end products. He's got a referral system product. He's got a case, compliant case presentation product. So how the doctor can close more cases when he makes presentation. Well either one of those can fulfill the same four promises that brought them forward that he tried to sell them, fix the staff, fix the phone for. So great. Let's take the ones that absolutely refuse to buy, fix the staff, fix the phone and let's rekindle the four things and then let's show them case presentation. So we move them from opportunity one to opportunity two to opportunity three, as many opportunities as you can have.

Sometimes there's a second tier. This is in direct sales. So really the only one in the room probably doing is Bill but so you get a bunch of leads to buy your thing, your franchise, your area exclusive, your distributorship and for one reason or another usually they don't have the dough.

So in the UPS case if you had a lesser opportunity, let's say mobile pack and ship thing that mounted on a bicycle that was a UPS thing and they had a little territory and they went around and you could put them under the franchisee you can drop them down or you can advertise for that and then move them up. That's second tier.

Switch to a different opportunity with a different identity. Most people won't want to do it but I'm going to mention to you anyway because it's big. Again your unconverted leads there's pretty much only three reasons why they don't buy other than they were just really crappy leads and curiosity and tire kickers to start with. There's really only three reasons they don't buy. A price that is actually or financially insurmountable for them. So they want it but they can't or mom won't let them or they can't emotionally pay that price. So sometimes it's price. Sometimes it's the shovel itself. They wanted the promises but now when we actually show them got to exercise and you've got to use this jump rope and you...just like John told me about kettle bell.

So he'd get me all excited about my blood sugar going down and a better abs and win races but as soon as he gets to an hour a day lifting this big heavy thing I'm out. It doesn't mean I don't want the benefits. Doesn't mean I won't buy something else but I ain't buying that thing. And I'm not telling you you shouldn't buy it by the way. By all means. I'm not being disparaging about the thing at all. I'm just being very realistic about what at the moment I'm going to do and I ain't going to lift this big, heavy thing that this Russian guy swings around with a band. It's not happening.

So the second reason that they don't is they finally don't like that thing. They just don't want the promises. The third reason they don't is they don't like you.

So the third reason they don't is they are rejecting. They don't believe you. They don't like you. They don't believe your company. They don't like your company. So they don't respond to the personality you put in front of them. However, they want those four promises. So what big professional opportunity marketers do is they have another identity with another company in a different place. The big skin care marketers do it. The big weight loss marketers do it. The big religion marketers do it. And now they show up. Their alter ego shows up, which is different tone, different style, different back story. Sometimes it's a fake. It's a Betty Crocker. It's a fake alter ego.

Many times it's a different front person. Often it's one of their great success stories that they then turn into a parallel business and they own them. And sometimes there's three, sometimes there's four. And financial newsletters guys do this with expires for the same reason. In the tout business this is the five big players in the industry this is their business. So the tout business is where you pay to be told like what game to bet on. So just like being told what stock to buy there's a whole industry, $\frac{3}{4}$ of a billion dollars a year that everybody knows about. They're not bookies. Don't confuse. Not taking bets. They're telling you what to bet on for a

fee on the premise somehow that they either have inside information or they have a whiz bang analytical system that you don't have or whatever.

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So here's how it works in football. Here's part of how the business works in football. So anybody in here bet football? Anybody bet? No? You people need to get out more. God it's like talking to a bunch of nuns. Alright, well you know what football is? And you understand people bet on it? Okay. So here's how this works. Over 50% of the betting on football is on the NFL on Sunday, which is dumb. That's the first thing you don't do if you ever decide to do this because you'll lose your hind end because there's only what is there 16 games? Whatever number of games there are there's a small number of games and the odds makers can devote a whole lot of time to them and they know more than you do.

If you do this you bet college because there's 500 college games. They can't pay equal attention to all of them. And you bet obscure match ups. Then you can pay a lot of attention to that hardly anybody's going to bet. So first of all you can't bet a televised game. You got to bet a game that nobody can see. So bet Sunday because they want to watch their game and often they're betting as fans not as business and so forth. So 50% of the money is bet on Sunday on the NFL.

At the end of the day on Sunday 90% of those people are upside down. A good percentage of them are upside down with money they ain't got. So the only thing left for them is Monday Night Football. That's it. There's a word. It's called the bailout game. That's what it's called. Monday Night Bail Out Bet because I'm upside down eight grand on Sunday and so I got to bet Monday night. That's why every degenerate gambler has more than one bookie.

So the tout services, first of all they know which of their customers lost because they gave them the picks. So they have names and phone numbers, email addresses, text addresses now of all the people who are upside down. Well they can't call them but the other guy can. So from the same phone room, the same reps who call all the Bill Driscoll clients and say, "How have you done so far today? I know you're a client of that Driscoll guy. How have you done?" "I got creamed. "Of course he's a complete rascal. He's full of crap. But Jim Feist is a genius and I'm calling you from Jim's office and we got the Monday Night lock." It gives even worse just for two minutes to tell you how disreputable the business is.

So let's say there's 500 of Bill's customers who all got creamed on Sunday. They call all 500 of them. Let's say they sell a hundred of them the Monday night game. They give half of them the Colts and half of them the Patriots. Tuesday morning they got winners. Now they call the

winners and they sell them a six week super duper package. The losers they hand over to a third personality who now calls because they got creamed by these two rascals. And they sell them again.

Now I've just described something that's incredibly disreputable. I have two friends in the business. And by the way the Feds get to the worst of the ones eventually but to give it out both sides of a game, everybody does it. And then they take the winners and they split them again and now, because the guy won twice in a roll. He thinks the guy's God, right?

But reputable purposes, selling something useful the exact same principle applies. So I never did it but let's take Magnetic Marketing. So I stand in front of the room and I pitched to everybody in the Toledo, Ohio arena on Magnetic Marketing. Of the ones who stayed to hear the presentation why didn't they buy? One, probably price. First of all they already got six bags. They spent a lot of money all day long. They're at their breaking point. Another \$270 bucks is too much for them right now. It doesn't mean, tomorrow may be different but not right now. In this case they're in a hurry to get out of there and there's a big long line at the table and it's already 7:30 at night and they told their wife they were going to be home at 5:30 and so they don't stay to buy because they got to get out of there, right?

Some don't buy because I wasn't, they just don't buy the premise. But some of them don't buy because they wanted all the promises that's why they stayed. They're there because they wanted all the promises, they stayed all the way through the end but they didn't like me. They either don't believe me or they don't like me because I may very well have said things up there that offended them. Well I'm serious, okay? So they don't like me but what do we know about them? We know they stayed until 6:00 at night because they wanted to hear about how to market their business better. We know the promises that kept them there and we know who they are and we know where they are.

So if a mail piece from John Dukaine showed up next week that either didn't reference where they were but went right into John's pitch about how you could market your business better and the tone was different and the person was different and the story was different guess what? That piece is probably going to get the same response percentage at least as my follow-up piece is, maybe even higher.

If we got real clever, so one of the reasons they probably didn't buy, didn't like me is because they were a woman. So we gender separate them out and we send them a pitch from a woman marketing expert. Now we own them all so all roads lead to Rome, right? There's nothing disreputable about that or we could reference it. So John Dukaine marketing expert's

piece shows up and says, "I happen to know you were at the Success Event in Dufus Arena. I was there too and I'll bet you're fascinated with how to market your business better story but boy that guy was an asshole. But if you're really interested in that stuff let me tell you my story." So he could reference it just like the Monday night bail out call references it. There's a lot of money there. And so if you're dealing in small numbers not so much. If you're dealing with big numbers lots of leads much.

Last rent sell, exchange, barter your names. Now again the more names the more significant this is but even at a small level it can be significant. So if you generate leads and they cost you a buck a piece and she generates leads and they cost a buck a piece and when you swap your used leads they're worth a half buck to you, right? You just got a half a buck for nothing. Now you can use that to put in your pocket or now you can go spend a buck and a half to get every lead, which now allows you to spend more money per lead. If four of you exchange them you can now spend, whatever that is. Two, so yeah you can spend three bucks a lead now where before you could only spend a buck. So swapping and exchanging leads can have significant economic impact. If you generate a lot of leads and you have big lists there's a lot of money to be made in the rental marketplace.

I want to show you, you should see a page like this. Different follow-up, investment and action directed and different prospects based on their demonstration of probable conversion.

So let's say you're going to generate a bunch of leads. And we know therefore you're going to have a bunch of unconverted leads, especially early. Now again if you're only generating a little bit of leads this is not so...but if you're generating a lot of leads this matters. So if you're generating a lot of leads and you're going to have a lot of unconverted leads some of those unconverted leads are more likely to convert later than others. Therefore, it's in our best interest to be able to treat them differently, not to treat them all the same. So this is not about being fair, just and democratic. This is about being discriminatory. So if Susan is more likely to buy from me than Steven I want to send Susan better stuff. I want to send her more stuff and I want to send it to her in a better way. And if he's less, if they would just tell me.

So if Susan would say, "I won't buy it right now but hey I'm really likely to buy from you in the next month." And Steven would tell me, "You haven't got a prayer selling to me. I ain't ever buying." That would be really helpful because I would treat them differently. Unfortunately people won't tell us this and sometimes they don't know but often they do. So we were generating a lot of leads with that television show and with print ads and with direct mail for Gold by the Inch. So we wanted to

figure out a way to have the leads tell us whether they were good leads or better leads so we could treat them differently.

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This is primitive, of course, but here's what we did. So this went in with the first package sent to the lead to sell them their thing and it said, right, "You can go ahead and buy the starter kit in which case you will get the video tape with it for free. But if you're not going to buy the starter kit and you would like to see the video send me \$10 bucks." Guess what? Crap load of people sent \$10. So they got the whole package. They read the whole package. They didn't buy. But they put \$10 bucks in an envelope with a coupon and sent it to be sent the video, which clearly is a video tape selling them the thing they're not buying.

So if there's a thousand leads and a hundred of them send in this thing with \$10 bucks it ain't about the thousand dollars by the way, although it's all cash. And statute of limitations has run out. So I can tell you it's a fairly safe wager he wasn't exactly calling the Feds everyday and telling them how many \$10 bills came in the mail. There's a certain even psychic satisfaction to that even if it doesn't amount to much.

But so now we've got a hundred people who weren't ready to buy yet for whatever reason but they gave us \$10 to hear some more and we got 900 people who didn't give us \$10. We could sick the tele shark, who we going to sick the tele sharks on first? Of course, the guy who sent the \$10. Who do we want to pack a bunch of stuff in and Fedex? Who do we want to send direct mail to only or now who might we only send email to? Here's the differentiator. By the way it ran between 15 and 20%, which surprised me but nevertheless clever.

Drop down sale. Again one of the reasons is price, right? Actual inability or emotional inability to pay the ask for price. So we're always going to have more unconverted leads than we have converted leads. So in almost every case it's pretty damn stupid and it may be economic suicide not to have a way that they can buy something less expensive at some point to get their toe in the water and get in the game because a big hunk of them didn't buy only because of price. You had them until price. So if we give them an opportunity to do something for less money they'll do it.

What you always want to do is you always want to loop back up built into this process. So if you're selling a thousand dollar thing and at some point you let them buy a miniaturized version of the thousand dollar thing or a little hunk of the thousand dollar thing for \$200 bucks you want to loop back up to the thousand dollar thing and they get full credit for the \$200 they spent and depending upon your economics you give them double credit for the 200 they spent if they do it within a certain period of time and again if you had tele sharks who would you hand to the tele shark non

buyers or drop down buyers? You would hand drop down buyers because they're better prospects.

So the drop down sale is a big economic factor. I gave you the Gold by the Inch drop down letter. So your next few pages are the drop down letter, which was from well we start at 399. We end at 899 and the drop down was to 99. And there's a loop back up and I have a dinner break and I have only leftover for tomorrow so that's pretty good.

So thank you very much. It's the next to last page. So now if you can mentally leap. Yesterday we were in process. And so we were talking about mechanical stuff. So this is a little list of things to think about and then not forget that really affect the **economics** for you and economics, better economics a lot of you to spend more in order to be productive. So these are ways you may be able to enhance your business in order to spend more. So number one is, of course, using customers you acquire as an info marketer as resellers, distributors or affiliates. So if you can provide them. So if you are selling to auto repair shop owners and you're doing improvement, which now you're going to recouch as opportunity but still if you are improving their existing business and making their existing business better, if you also can provide them with some kind of glop that they sell in their auto repair shop to all their customers, even if they're minimally productive still it's going to affect your overall customer value and it may make your story better.

So second, retain space and media you provide for their use. So how many in here, for example, right now in your niche to your clients provide a newsletter for them to turn around and mail out to their customers? One, two, three, four, five, six, seven, okay. Not as many as I would've thought but nonetheless. So here's what you probably didn't do, and it's harder to go back and do it but it's not impossible is carve out any space in that for your use overall. How many of you provide people, your customers with websites? Done, predone, canned websites? Okay. Same story. You carve out a piece of that for you because it's free ride.

So if you got 2,000 chiropractors who are all using the patient newsletter you provide them and they're mailing a crappy hundred of them a month that's a circulation of 200,000 people with what we know in common is headaches, backaches, health problems. Now 200,000 is not enough to go cut a deal with some big national advertiser but it is enough to cut a deal with somebody small. It is non-competitive and non-objectionable, usually lead generation but you want to retain, because it's hard to do it after the fact. It's not impossible. But from the beginning anything you are putting out there for their redistribution. You want to keep a piece of it for yourself. Even if it's tiny.

So how many in here are Infusion users? Okay, well there's a bigger show of hands. Okay. So well you've noticed there's a path from your recipient to Infusion in all of the Infusion you use. Well it's a free ride, right? So they'd be dumb not to do it. So that's that.

Make their leads your leads, their lists your lists. So if you are going to create leads, if you are going to be in the business of creating leads and turning around and giving them or driving them to the users of your system you're going to control the lead flow. You want to make sure that contractually for non-competitive purposes all those leads are your leads because again the aggregate of them can be meaningful.

So let's assume, well let's assume financial advisors. So let's assume we're going to take 200 financial advisors scattered all across the country and we're going to do national advertising and drive people through a portal and then we're going to farm them out to their financial advisor all across the country. And the financial advisors are going to pay for all that. Well if we generate 50,000 leads this year what do we know about them? We know they're interested in better money management, retirement savings, we know they're all 65. We kind of know their level of affluence. Surely there's something we can do with those leads that don't get in the way of the guys we're giving them to that we can monetize those leads.

So we get them for free because we're using their money to get them but now we can do things with them in order to make money and again it all loops back around to how much you can spend driving your core business. And of course, lead sharing with others and/or the sale of unrelated opportunity, which I gave you a page about. So I'm not going to take the time to talk about that either but lead sharing with others, even in a niche, is an important way to affect your economics and empower you to spend more to get a lead and in almost every case it's not going to hurt you.

First of all many are multiple buyers. So a lot of niche info marketers obsess over this to the point that some didn't want to be in the same Platinum group because they're both marketing the same niche and oh my God this guy's going to know my secrets. They aren't visible anyway. And I would speaking at somebody's boot camp and I would name the competitor. Alright everybody raise their hands who also is so and so's, owns so and so's stuff. Well it's like 2/3 of the room. Heck they're even in four different coaching programs from the four competitors. Some of you probably are. So it's a silly obsession. It's better to be competitively cooperative and leverage the lead flow. Okay I think that's all the leftovers.

Linda: This might sound like a stupid question but I've been scratching my head trying to figure out how do you identify the characteristics of your highly whatever client?

Dan: Well if you have them in part you **reverse engineer**. So who do we have that has behaved properly and spends properly and all of that and can we reverse engineer out of them. If you do not have them and you are starting from scratch there's really only two things you can do. One is you can make some assumptions but then know that you must test your assumptions. And you can try and find businesses, companies who are selling something very comparable, perhaps even competitive and access all their marketing material.

If you know them to be successful and not dumb then their marketing material gives you clues to who they are talking to. So if you go back to, just to use it as an example, so if you go back to the Tollison letter and the husband and wife paragraph, right? So if you we knew that company to be run by a smart person and we knew it to be a successful enterprise and we believed it was selling something very comparable if not direct competitive to what it is that we wanted to sell. And we saw that paragraph and then maybe we validated similar copy as in another of their ads and it's here and it's hither, right?

Now from that you and I could do certain things about who it is they're selling to. Number one, they're married. Number one, is screamingly obvious. But that alone is kind of helpful because if we're going to rent lists we're going to scrap all the singles. If we're going to do lead generation copy we're going to stick married husband and wife couple not in a discriminatory way but in an attractive way into that lead generation copy.

And so we have to look for the clues of the profile of the person from the people who are already selling right to that person. So if you came to a hotel where a meeting, so let's say you're the Rich Dad, Poor Dad guys and you think that people that go to Get Rich in Real Estate seminars may be good prospects for you but you don't know who the hell goes to Get Rich in Real Estate seminars. You may have some assumptions but you don't know.

Well one thing you can do is go to some Get Rich in Real Estate seminars and A) look at them and B) talk to them and pretty quick you're going to have a pretty good idea of who goes to Get Rich in Real Estate seminars. So if you were going to sell information about how to bet on horses and win betting on horses you might not leap to the conclusion that the number one buyer is a stock broker. And the number two buyer's a financial advisor and a number three buyer is a doctor. You might not think so.

But if you went and hung out at an OTB for a week you would know that because that's who there. Now there's also a few shoeless, toothless people cashing welfare checks but not many.

So they tend to be at the casinos at the slot machines. They don't tend to be at the OTBs. So just by observation you would be able to draw some conclusions that were then useful in both targeting and in crafting the product/opportunity itself and the message about it. And then you're constantly refining all of that by observation from your own testing. And if you are starting from scratch it can be somewhat arduous. But there are, there's also a lot of logic that you can apply to this.

In some cases you can reverse engineer out of their list data even if you're not going to use their list. So if you go look up Nightingale Conant in SRDS and 70% of the list is male, which I don't know if that's the case. I'm just making up numbers but it's probably not now. But there was a time when it certainly was. So if 70% of its list is male and you want to go sell personal development/success information then guess what you're going to do? You're going to aim it at the guys because the statistical odds tell you. See it's always my argument in weight loss and NutriSystem™ is the first one to really conquer it. But their conquering is somewhat deceptive.

My argument about weight loss has always been what on earth are we doing talking to guys at all? Or showing a picture of a guy and almost every weight loss advertiser throws it in. They'll have three women testimonials and one guy testimonial. And I'm like, "For what?" 90% of the purchasing are women. What are you wasting this for?

And so some of it can be observation, some can be assumption but that's what you're trying to get to is this profile. Who is this person?

Audience: Right. So currently doing business coaching with clients I'm doing the fixing and the improvement and running into that resistance. Now based on what we've been learning here today and the past couple days I guess the question is is how would I reengineer this and how do I find out who those clients would be interested in to the opportunity?

Dan: Well there's two different questions. And so the question how do you re-engineer it is what we've been talking about for three days. So I'm not giving you a three minute answer because of what we're talking about for three days. Business coaching, see anything that we sell in the information realm, coaching and however we deliver it, a box of old stuff, an event. All that is is means to end. And so it's the end that's important. It's not the means. And only to the extent that the means can't be complicated or be perceived as possible only for genetic freaks to do or

whatever. But beyond that the means is irrelevant. And the means really is irrelevant to most people.

So the resistance to having to get on an airplane and come three times a year to a coaching meeting. So let's the deliver coaching at Meetup.com that's all horseshit. It just means they didn't buy the end because if they really bought the end and you told them they had to fly to Batswana three times a year they'd fly to Batswana.

I had that conversation with Halbert the first time I went to Key West. I said, "Jesus Christ, getting here is one step away from wagon training. Why don't you put this thing in Miami?" He said, "Because I live in Key West and they'll come wherever the hell I am if I've done my job right."

But the other part of your question still goes back to your who and of course obviously they link. So the better a handle you get and the further along you get at who is the right client now you can cast what it is that you do has an enormous opportunity for this client. See when you're fixing stuff, so you're fixing financial stuff, sales stuff. When you're fixing stuff, again nobody really wants anything because all it does is get them to where the hell they were, right? But really the outcome of fixing something is the thing actually now is different. And so you got to sell what's different. The little guy was next.

Audience: Thanks.

Dan: Penn or Teller, which one's which?

Audience: I guess I'm Teller. But I talk.

Dan: Oh yeah, you're Teller that talks, much to the distress of your partner.

Audience: And most others. Two questions. Are those boot comfortable because I'm looking for something to give me a couple extra inches on my height?

Dan: You can buy lifts, you know, that go inside your shoes. Or now I see they're making a thing for me that lifts your butt under your clothes. So I guess that adds height in a way, maybe.

Audience: [Inaudible 12:37].

Dan: Or you could also grow taller hair.

Audience: I've tried that.

Dan: Do you want a serious answer to the boot question?

Audience: Sure, I'd love one.

Dan: The serious answer to the boot question is if you wear for a month you'll never wear shoes again as long as you live because a well-made cowboy boot, well made, \$800 to \$1500 bucks, a well-made cowboy boot is infinitely more supportive of the foot than any shoe ever designed. They take you a little getting used to. Once you're used to them you'll never wear a shoe again and yeah you can put heels on them.

This would take that much more without a problem. And so other than a pair of walking shoes, tennis shoes at Disney or some place I have not worn a pair of shoes probably in 25 years, not even with a tux. And yeah they would give you height.

Audience: Perfect.

Dan: However you may be screwing up something that's working.

Audience: I guess there's a time and a place for everything. So my question is about lengthy packages. I'm a big believer in the preponderance of proof idea. But right now our sale is really made on telephone and we lead generate the other telephone predominately as well. We do everything but most of our leads are coming from telephone.

So we're thinking about sending a lengthy package either after post, first conversation or pre-first conversation so maybe which thought process there and potentially could a lengthy package cause a delay in the sale on the telephone because there's just so much material that they haven't reviewed before the telephone call?

Dan: Okay we'll start at the end.

Audience: Okay.

Dan: So yes. Really any change to a process can change the process and can alter now the timing and the process. The corollary question is would the delay be good or bad? And we don't know that until we test it either. Now sales guys, see we hate delay, right? But really the delayed sale is often the better sale because the person is better prepared now for the sales event, in this case the closing call on the phone and so conversion percentages go up. The stress of the close goes down, buyer's remorse after the sale and you may not be having any of these issues and, if you aren't, you aren't.

So many times the delayed sale while uncomfortable for everybody involved in it because we all, they raise their hand let's jump on them before they change their mind kind of thing but often the delayed the sales the better sale. Even to the point that it can affect how they behave after the sale. So that's an unknown corollary question to the first question.

The way some beat it is that there's some sort of first conversation at which point about them getting sent the stuff and there is an agreement to review the stuff before the phone appointment that it is scheduled before the stuff is sent. In some environments, so I've done it with three clients, there's a deposit required for the stuff. So when we move people from say to a physical Discovery Day. So process one is they're coming to a Discovery Day. At the end of the day they're either going to join, they're not going to join yadda, yadda, yadda. Right?

So then we switch that to the Discovery Day comes to you. But that phone conversation is about okay the Discovery Day you've got to give us the same \$1500 deposit you were given to come to Discovery Day and it works fundamentally the same way. And in the real world, in the physical world at the end of the day if you decide no you get your grand and a half back and in some cases you get your airfare refunded, whatever and you go home, right?

In this case you get the \$1500 bucks back when you return the Discovery Day in a Box and you come to your phone appointment. So now they have four days, five days, they have what was ever agreed upon to look at the stuff. So that's how some people get around it. The question do you drop the stuff on them before the call or do you drop it on them after the call? I damn sure would drop stuff on them after the call if they didn't close. There's no doubt in my mind I'd be doing that.

Audience: Just as much as you can?

Dan: As much as you can. Absolutely. There'd be a U-Haul. In your business where the client value is...

Audience: High.

Dan: Yeah. This is all economics but your client value's extremely high. In a year what's a client worth?

Audience: A minimum \$30,000.

Dan: Okay. So yeah I'd have a U-Haul arriving the next day backing up to their door with a big yellow sticker on the crate saying, "You made a

horrible mistake on the phone call yesterday. Here's some shit you need to look at." So yeah I'd be after them.

Audience: So we had a high percentage of one call close when I...

Dan: Yeah you have a high percentage of one-call close.

Audience: When Travis and I were closing but now with the sales team they're not as good.

Dan: Well of course, of course.

Audience: Okay, maybe we need to change.

Dan: What are they about half as good?

Audience: Yeah I'd say half as good. They're good. Probably is a little bit under on where we were closing in total but not in one call close.

Dan: Right, right.

Audience: It takes them longer to close it, more phone calls, more follow-up. I wouldn't do any follow-up on the phone. If I didn't close it on the first time we didn't call them back.

Dan: Yeah.

Audience: We just send packages. But now these guys will follow-up, follow-up, follow-up.

Dan: Well A) there's a big argument for trying to figure out how to help them before the call. Big argument for this. So I definitely would be experimenting with something lands in their hands. Now the question of how much and format and all that certainly including proof, gets there before that call. Because that will help them. First call close more if we can get it right. And then the other way you can help them is shortening this timeframe after the first call the number of calls that are required to make that sale.

Given that you, but you have a big numbers. Your niche, what's your total niche universe size?

Audience: Well if you, new car it's 25,000 and then with used cars another 50,000.

Dan: Yeah, okay. So you're almost mainstream only with that size audience. So it matters because guys can only do so many calls. And so if it's taken them, let's say, nine calls to close a sale that's in the way of them talking to more prospects. And so you reach a point of your growth now requires you to keep putting more phone guys in a room. And of course the more you put in there the next three are going to be less effective than the three you've got to now. So now if it takes these three six calls to close it's going to be take them nine. And by the way, they're going to effect the ones that are closing at six. So pretty soon everybody's going to take nine and then the next three you put in there in between drooling it's going to take them 14. So it matters, right?

And so I definitely would be experimenting and I think I'd be trying to do both. I think I would be trying to influence this before they were on the phone and influence this after they were on the phone. I think the way I would do the before experiment, and obviously you can run it with a small number of leads and kind of know what happens, is I think I would require them to swear that they had read, listened to, watched, whatever you decided to do before they're allowed to be on the phone and that rep, so Charlie now gets on the phone and he says, "Charlie did you read the book?" "No, I didn't get around to it." "Well we need to reschedule the call because I can't talk to you unless you've prove."

Audience: That would be pretty easy for us to put in place because we actually have an appointment setter who sets all the calls for the advisors. So they can say, "Hey package is going out."

Dan: It'll be there tomorrow. It'll be there on Tuesday. Here's what you need to do." What some people do with teleseminars in advance of them you could also do with this. You want to keep it simple. But some kind of form related to the stuff in the package that requires them to fill out, have five pieces of information ready when they're on a call or whatever that sort of forces them to watch or read in order to be able to fill out the form. So you can try and force it. But yeah I would be trying to do it because I think you can make your guys more productive.

And just shortening the sales cycle has monetary impact in the business. You also may find, so what are they closing?

Audience: The number wise?

Dan: Yeah, yeah, yeah if they do four [inaudible 22:38] appointments. What are they closing, first call close? And what do they close in total?

Audience: Travis?

Dan: Hey big guy?

Travis: Yeah. [Inaudible 22:46].

Dan: First call. Total.

Travis: [Inaudible 22:54].

Dan: Okay 15% close total, seven percent first call, seven percent stretched out over time, right? And what happens to the other 85% who they don't close?

Audience: They're on an eternal list. We're mailing them stuff.

Dan: They're just getting dripped. Right? Okay. Well look again transaction--that should be better. Right? That should be better. So I would work on it.

Audience: It's a new process.

Dan: Yeah. The other thing to remember that you're going to want to try in there is you're going to want to try a hand off. You're going to want to develop some mechanism by which the guy Charlie can't close by the fifth call gets switched to Bob and the guy Bob can't close by the fifth call gets switched to Charlie.

Audience: I picked that up yesterday.

Dan: Good for you. Well you can't see from back there but you can hear right?

Audience: All auditory.

Audience: Thank you.

Dan: Mike? We're going to get everybody that's here and one more.

Mike: We're doing something different, which it falls under the opportunity setting. I'm working with a non-practicing dentist and he has a great story. Basically sold his company, leveraged real estate to get into that. One of the things we're looking at is setting it up so we teach other people how to have an exit strategy to get out of their business, which is basically opportunity. And we're focusing on helping other professionals create that exit for them and quite honestly we have some systems that he's used in his business to systematize it so he didn't have to be there as much

because of family issues and things. He had to be away from the business a lot and so that worked out well.

So you kind of caught my interest yesterday because originally I had planned on us reaching out to some of the professionals, bringing them together for a dinner and/or a small group type seminar where we taught them some of the systems and then, of course, mention the exit strategy and different things like that. But you said pushing high class people like that to a room is a bad idea.

Dan: Well, no I didn't say that, no, not at all. I said that the difficulty of putting them in the room goes up based on two factors – how much they're giving up from chair side value for the days they're out of the office and the ego problem of being in the room. So it's much harder, for example, to get heart surgeons in a room than it is podiatrists. The podiatrists don't have a big ego issue and a day out of the office is not that big of money.

A guy who's now cutting on hearts is big money and he's got a giant ego. That doesn't even mean you wouldn't try under certain circumstances to drag their asses into a room. I'm not saying it's a bad idea and there's almost no substitute for selling in a physical controlled environment that is anywhere near as good. Well for five years we put chiros and dentists in rooms all across the country. Evenings. Evenings.

Mike: Well that's what I thought, yeah.

Dan: And easier to get the chiro in the room than the dentist. But not at all impossible to get the dentist in the room and generally speaking those two niches are seminar goers. So they're somewhat conditioned. Now it's harder to get the cosmetic dentist in the room than it is the regular dentist in the room because both factors start to apply, A) the cost of him being away is greater and his ego is greater and there's fewer of them to pull from. So however many dentists there are in Cleveland there's a much smaller number of cosmetic dentists in Cleveland.

But the other thing about what you've said that is very important is I would be selling transition/exit not systems so you can work less make more. I would flip the order of emphasis of what you just said. So my emphasis would be this is your three to five out strategy with full income replacement or more. And oh by the way we can better systemize your practice while you're still around. It would not be, we can better systemize your practice while you're still around and oh by the way this other thing is going to get you out because you ain't going two things for you that his story gives you. You have greener pastures and you have exit, which believe me, and the little kind of door you leave open is always exit or

practice just a little bit with just the patients you want to see. That's the way you leave the door open.

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And I can tell you something about this specifically. So right now there is somebody in chiropractic doing exactly this. So you should go get the chiropractic trade journals. You should find the ad because it's good. The guy knows what he's doing. And it appears to me he copied what I did for Altadonna and a chiro. Exact same story. Clinic's killing him. In three years he was out by doing real estate and now he's got a plane and a boat and a babe and he doesn't have an office and he's a happy camper. It's exactly the same deal.

The other thing I can tell you is that when we started selling with Searby, the dental assistant school to dentists that was originally a second income pitch. It became abundantly clear pretty quick the buyers were all gray haired. They were all coming to the realization that they weren't going to be able to exit because now they're three years, five years, seven years away from when they thought they were going to retire and they have discovered they can't, even truer right now because, of course, a bunch of them just got wiped out. So their retirement accounts now have zeros all the way across, not in a desirable way.

And that they weren't going to be able to sell the practice for what they thought they were going to be able to sell the practice for but, of course, what they wanted was an out. And so that story told now as here's how you using just Saturdays and using staff and you stack up another quarter of a million every year and in four years you've stacked up a million and if you bank it all and you don't blow it, which of course nobody will but nonetheless if you do bingo there's your out. That was an infinitely more powerful story than was the second income story.

So you've got it. But that's exactly the way to sell it is transition to retirement or retirement. And you have things helping you right now. So you have their losses because they took a bath in the stock market, they took a bath in real estate. Of course you got to be careful about that but you do have to address it. And they got Obamacare looming over their shoulder and it's probably not going to affect the dentists that much but they don't know that and they are anxious about it. It's going to kill chiros if it stays in place. They're going to be employees of MDs. That's what they're going to be just like PTs are. It's going to wipe them out.

And in Texas, Texas already has pending legislation. So chiros will be prohibited from diagnosing. Well if you can't diagnose the only way you can get a patient if is an MD gives it to you and he ain't going to give it to you. So bye-bye chiros. The dentists are not going to be severely impacted but they're going to be impacted and they don't know how

they're going to be impacted so they're anxious about it. So you have a lot of leverage right now with this thing. But I'd be selling the exit.

Mike: I'm glad to hear that because what I've got written down is sell the exit strategy and then bonus the coaching.

Dan: That's exactly, but I wouldn't hesitate to put them in rooms, at least initially to get the pitch right. See for no other reason you want to go out there and get 15, 10, eight of them in a room and get that pitch right.

Mike: If you would take maybe just a moment with that thought in mind, how would you structure someone paying for that process? I love George's structure but I've got other structures in mind where it's monthly, kind of like Minton or whatever, monthly or whatever to be part of it. What do you think?

Dan: Well you could actually get away with almost anything you wanted to. Of course if you got the right guy and you make the right pitch. But certainly you can get a chunk of money and you should get a chunk of money somehow because otherwise even if you don't have profit problems you got cash flow problems. So you should get a chunk of money. They're probably going to get a box of something and then probably monthly continuity perhaps sold like term. So in the Get Rich in Real Estate industry the coaching is sold based on getting to first deal. Doesn't matter whether it's six weeks or six months or whatever but that really is the pitch and that's how coaching is sold is something's going to happen at the end of this process.

Whoever yesterday was talking about, oh Craig was talking about they sold the Ken Roberts thing as a 17 week thing, right? So your outcome here is the exit. Right? So the exit or the ability to exit. So maybe it's a 36-month income replacement program that the outcome of this is you are going to have matched your practice income through this 36-month process. Now whether you choose to leave or not that's a whole other can of worms. Now if you want to get really creative you can take a piece of the action. You can put bonus money in at successful result. So they're paying money on the front, money in the middle and a performance fee at the end when the form's filled out and oh yeah look at this. We achieved income replacement. And now you owe us another five Gs.

The back end money is always easier to sell, of course, because nobody's writing a check, right? The back end money is harder to collect. So there you go. But certainly this can be a significant dollar amount, not a small dollar amount because what we're selling them is very valuable. And it is measurable. It's finite. Now you got to make sure you make that promise. So you got to know what the average dentist is making and kind of what

the top end is making and can you create that kind of income replacement in 28 months or 36 months or 42 months, whatever the hell it is.

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The other thing to keep in mind in this scenario and in most others is, and a lot of opportunity marketers screw this up. They don't know this, we know, this is something we know that they don't know is you always want to do A/B option because 20% of the people will take the more expensive option. So somehow there's got to be, I don't know, a team of CPAs and lawyers and stuff that is accessible to them sort of prepaid legal, financial, title contract. So a backroom, something that 20% of them could say yes to and give you a lot more money for because they will.

Mike: Thank you so much.

Dan: Okay. Let's go back. You were next right? We're going to get you all but we're not going to get anybody else.

Audience: If you had a client that was contemplating starting a religion/lifestyle what are some of the high level advice insights that you would provide them as a starting point?

Dan: Well it doesn't change, right? So there's grandfatherly advice about it that whether religion or personal development business that you kind of have to be willing to be an appropriate figure for that religion. See if I'm a sales trainer or I'm doing this. If I wanted to I could go in a bar with you guys afterwards and I could have a few pops. And I used to. I just don't happen to drink now and I don't like to socialize. So those two things are...

And if I was single I could maybe even hit on people and it would be okay. But if I'm doing personal growth that all is sort of off the table. If I'm doing health it's off the table and if I'm a spiritual leader it's off the table. Now that does not preclude people in those categories from doing it but it usually does not end well. So the grandfatherly advice is you've got to be sure you want to take on the role. But the business advice is the same so you first make a study of historical and contemporary who's done it, is close and is doing it or parts of it as close and as comparable to what it is that you want to do aimed at whoever it is you want to aim it at.

And fortunately in this category there's huge successes, historical and contemporary. There's a mountain of material out there and pretty much they use every media that's available to them in their time. So the contemporary ones there's online stuff. Even the Pope's got an app now I think. You can do confession by iPad. I'm serious. It's a \$0.99 app and you can do confession by iPad. It's fabulous. Why go to a room? I'm trying to figure out how they get the donation but it doesn't matter. But

they're using every media. They're using online. They're television. They're using radio. They're using print. They're using direct mail. Obviously you want to get on their direct mail list. So you've got to now pick a bunch of them and make a donation and you really only need to do three or four if you're patient because, of course, they will take a list.

So turn the TV on on Sunday, pick four or five of them and send money. Your mailbox will be full. And if you're going to go after the tabloid crowd then you'll want to see who's advertising in Enquirer. If you want to go after a more affluent crowd you'll want to see who's reaching out to them. But so the first thing you sort of do is now make a study of the industry. And then you make some judgments about commonalities. So what are the essential elements here, right, that have to be here.

See in the opportunity industry per say there's certain essential elements. In a Yellow Pages ad a phone number, a location and if they're going to come to your business a map are essential elements. Then there's optional things we decide to do but we've got to know what the essential elements are, right? And so then I would build the profile of who it is I'm going to direct my thing at and then craft the thing. So the fact that it is a secular religion or spiritual movement or whatever doesn't matter much.

I would study the human potential movement of the 70s as well as the modern stuff because really it was secular religion. It was a substitute for religion if you want to say it that way.

And the big Evangelical organizations they're paying top dollar. So they got the best copywriters. They got the best marketers. They got the, because they can. See look they're running a business with no income taxes so immediately they got a 40% cost advantage over you and me. So they're running a business with no income taxes. In most states no property taxes for their facilities. A lot of volunteer labor. So the envelopes are being stuffed for free. See they don't need a cat to lick stamps. They got volunteers who lick stamps.

Now figuratively, not because they use a machine but you get my point. So their economic advantage is profound. And they have part of their promise is a promise none of us can make, which is eternal salvation. Certainly nothing I'm selling you can attach that promise to. So if anything it might work the other way but it ain't. So they got profound economic advantages. So they're buying the best of the best of the best of the best of the best. So they're all worth studying.

Now the youngest guy, so Schuller's thing is falling apart because the son finally tossed him out of there because he's inept and now everybody's feuding with each other. So that's falling apart. Oral's thing is not what it was. So you really got a go, look at the contemporary winners but be sure

to look at the winners of a decade ago, even two decades ago just because they're not winners now it doesn't have anything to do with what they were doing. It's just like Oral, is he alive? Is Oral Roberts alive? I think he's gone isn't he? But if he was alive he'd be older than dirt and Humbard's gone. But you want to look at that stuff.

Audience: Me again. First off.

Dan: There's one in every crowd.

Audience: There is.

Dan: You know this? It's impossible to filter them out. There's one in every crowd.

Audience: I know. That's hurtful.

Dan: Well you're unique.

Audience: This has been a fantastic, fantastic event. I mean just kudos to you. Really. You never disappoint. As crotchety as you are I love you to no end. Question is I'm selling a \$3400 product, which is about 5% to 10% of the income of my target audience.

Dan: Their annual income?

Audience: Yes. Yeah. Even though they can sell a product that their average sale is about \$10,000. It's really a lot because they put them on contracts every year. It's still.

Dan: Am I going to derail you if I say something about that?

Audience: No.

Dan: Okay. You'll hold your train of thought?

Audience: I've got it, yes.

Dan: Okay. There is and we talk about it in info marketing. There is usually a relationship between and a need to think about the relationship between their transaction size, their profit margin and their income and the amount of money we wish to take from them. So usually in copy we draw these relationships in fact. So hey doc one patient gets it all back. Two clients gets it all back. It's only one week of a year's income. If we just increase your income by 3.7%. So we do those kind of correlations, right? And we believe correctly that those correlations matter. That's why, for

example, it's harder to sell something to ice cream shop owners than it is to steak house owners because their transaction size is different.

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However, and I did not make this point, I don't think, up until now. I mentioned price elasticity a little bit but to say it even with greater clarity, the further we are over into selling opportunity the less this matters. We liberate ourselves from these formulaic relationships the more we are actually in the opportunity business because what you're doing now doesn't matter. It's what's going to happen. So consequently again if you look at pure opportunity marketers...so if you look at [Inaudible 45:53] so if you look at Turner.

So this is now late 60s, early 70s, this is a \$5,000 sale, right? Probably the average income of the buyer was below \$15,000 a year. And many of them got to go borrow the money to get it. Well we're selling a \$30,000 program to chiropractors in the late 1970s we're taking at least a hundred percent of a year's income. Maybe more. And at least 50% of them got to get a bank loan or a finance company loan in order to make a purchase. So these ratios that we all know as info marketers and we deal with and we're somewhat restricted by and in some cases we leverage these ratios if they don't entirely go away they at least can become damned elastic when we start to sell opportunity. So you do want to keep that in mind.

And there's a big difference between their income and their ability to buy. Now that's gotten closer together again right at the moment because people's credit card limits are being, cards that didn't have limits are getting limits put on them and it's not so easy to roll down to household finance or Benny and get a loan. That whole thing. But still people's income is not necessarily logically connected to their ability to buy because they can go get money or will go get money to make the purchase.

During the Carter years if you go back and look at all my stuff you never saw an order form that didn't have a way for people to split the purchase amount up and tell you put this much on this credit card, this much on this credit card, this much on this credit card. And I almost started doing it again last year and probably should have. So with that said now go ahead.

Audience: Okay.

Dan: But that's really an important for everybody because we all have these logical connections in our head and in fact it's how we sell training, coaching, seminars, etc. But opportunity starts to take it apart.

Audience: So one of the thoughts I had was to have a, instead of \$3400 is to either have a sample starter kit. So okay if \$3400 you're still skeptical. Do we put a \$300, \$297 product?

Dan: As long as you don't show it to them when you're trying to make the \$3400 sale.

Audience: Well that's what I was wondering. Will it, first off, will it...?

Dan: Yes it will.

Audience: Okay.

Dan: Yeah, look people will trade down. In your manuals I showed you the example yesterday on down sells, our Gold by the Inch down sell. There's very few circumstances where you ever show it.

Audience: Until after you've tried everything.

Dan: Until after you've tried to make the...sure because they'll trade down.

Audience: Okay.

Dan: So that's the same reason, see if you get them so they want to scratch their itch, so that's the same reason why cafeteria speaker from the front of the room, so you sell from the front of the room. You get this. So Zig, Brian cafeteria sells. You can go back there and buy one cassette album. Charlie "Tremendous" Jones, God bless him, you could go back and one book. Well, all you got to do is shrink wrap all that shit up and let them only buy package A, package B, package C. You'll immediately increase the guy's revenue because he's going to scratch his itch for the lowest amount of money he can get away with scratching his itch for. And the very story of if you're not sure, if you're not ready, if you can't afford try this small thing encourages it. So no you want it after the fact.

Audience: And is there a percentage of price that makes sense? Have you tested any? Half? 75%?

Dan: There's no big, broad answer to that. And you may want multiples. You may want to keep dropping. So you can't sell it at \$3400 if you can sell some piece of it for \$997 and then all of the ones that you absolutely can't sell to \$997 maybe you want to sell \$297. Remember you want to loop back up.

Audience: Yeah we tested one dollar. You didn't buy, whatever, give us a dollar and we'll even, if you don't like you ship it back. Here's our UPS and we'll even pay you \$10 bucks. We tried that and we got tons of refunds.

Dan: Of course. Well of course.

Audience: So that didn't work.

Dan: Yeah at some point you're buying business you don't want.

Audience: Right. That's why I'm wondering if there's a percentage.

Dan: And a couple people said yesterday they're using it. See the flaw in the, oh Jeff talked about it. So the flaw in the, and again I'm not saying not to do it but the flaw in the this is a \$25,000 doohickey you pay us \$5,000 bucks and you pay us the other \$20,000 after you start making money. The flaw in that is that since most of them are never going to make money but they would continue to spend money with you, they now go hide from you because they owe you \$20 Gs that they're never going to pay you and so now they don't want to be around you at all. Where as if that wasn't hanging over their head they'd buy another \$5,000 thing and another \$5,000 thing and another \$5,000 thing. So you buy business that actually wasn't good business to buy in the first. So yeah you can't go too low.

Look some people shouldn't, you don't want them. And some people are also never going to buy. There was a reason they didn't buy that has nothing to do with price.

Dan: Okay. Yeah we're going to do you both so order doesn't matter. Go ahead.

Audience: So your conversation with Robin earlier got me thinking about the disadvantages that I may have in my market because I'm a woman selling into a very traditional male arena. And I've thought about it a lot post, prior to this. So can you just talk a little bit about that? Where I have my picture on, do I have my picture? It's something I've thought about for a while.

Dan: Well there's always four choices, right? We can hide entirely. That imposes severe restrictions on us. A quasi version of that is corporate institutional voice rather than personal voice but that imposes severe restrictions as well but it is one of the four options. So we can hide entirely. The second option is we can ignore it. It is what it is. We don't

address it. We don't call attention to it. We just sell like hell what we have to sell.

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Three we can make a big damn deal out of it. And we can address it. Four we can try and help it. So we immediately help it, for example, if we pair you with an elder statesman from your industry who is very palatable to them. We help it even further if we do Justice League of America where there's five super heroes, not one. And now we got an old guy, we got a young guy. Now we help it even further, right? So those are our four options.

James used to joke about it but he did it, so we had in the Tollison stuff, the thing you saw the letter for, Turner really did it differently but James' deal was he figured out that to some segment of the audience he was inherently untrustworthy because he's hokey and country. So he created a Justice League of personality types and appearances to reassure everybody. So we always joke. We had, this guy's name was Jack O'Brien, and Jack had been a Sinclair Oil executive his whole life and he looked like vice president in Sinclair Oil. He couldn't help himself that's what he looked like. You couldn't fix him even if you wanted to fix him. So he had just the right haircut and gray hair and he would cast him maybe as vice president of the United States in a movie and he dressed like a Sinclair Oil executive and he talked. Even though he's an MLM guy. But he talked like a Sinclair Oil.

And James' old joke was we could pay Jack a half a million year to put him in an office where we did the tour with a glass wall and have him sitting there looking like he was running shit just so you could walk people past him and they could see him and they would feel, "Well okay there is an adult here somewhere." Right? But there's a lot of truth to what he said. So that's the fourth thing you can do is you can kind of help yourself with the team approach. Now you can still be the top dog but it would be reassuring to somebody disturbed and it'll be helpful to somebody with a great sexist attitude that you have this person.

It also goes back to the conversation about handoffs. So Red can't sell Charlie because she's Red, right? But at some point if she hands Charlie off to Jack O'Brien he can make that sale. So that's a reason to think about that. So those are your only four choices.

And by the way you don't just have it with gender. So real young people have it. My early years in business the youth was a big handicap and you could only do so much about it. I added gray to the air. It's funny now. But so I had the stylist to add gray. I dressed older. I drove four door Lincoln Continental Town cars. So I did what I could but you can only do so much with it, right? But you make one of those four choices.

Audience: Thank you.

Dan: You're welcome. Nice hat Frank.

Audience: It's good for travel. I got the big idea last night, so thank you. I just want to say thank you because it's just the perfect seminar at the perfect time.

Dan: Good.

Audience: Once a year I have a large event. It's a three day event and that is where I sell most of the coaching right now. And by the way I want to credit Bill and yourself for really helping me nail that. The most I've sold from the stage is over two million dollars of coaching in one day.

Dan: That's a good three days.

Audience: It's a good three days. The challenge now is if I introduce a business opportunity at the same event, which is where I sell best on stage. How would you structure a three day event differently to offer now two opportunities without confusing people? Typically I do the second day, the success panel, the pitch before dinner. What are your suggestions for moving things around or how you would position the biz opp?

Dan: When you say business opportunity do you literally mean business opportunity?

Audience: What these women need now is...

Dan: Something to do.

Audience: Some of them are clueless and I'm getting a lot of brand new women who say, "Where do I start?" "Perfect let me give you a business right now."

Dan: An interesting side note to that but it is, it's instructive. So a client of mine you guys all know what SMI, Success Motivation Institute? Is and was? SMI put people in kind of the Nightingale Conant business as a franchisee. So you had personal development success courses to sell face-to-face, nose-to-toes. Sort of like an encyclopedia sales person in the home or to a small business. And \$5,000 to \$15,000 franchise.

So the guy that ran their sales operation for three years was a guy by the name of Don Dwyer and then Don left and he started, his first company was Rainbow Carpet Cleaning and then some version of Rotor Rooter and

so they were all home service companies. There's eight or nine of them now. His daughter runs the company. It's very successful and she's super sharp. And Don was a client of mine for a number of years.

And Don said he left SMI because he finally couldn't stand the fact that the truth is they were putting people in a business they couldn't do. Not that the business didn't work but the guy with the three way plaid suit and the two teeth missing and the primer paint on the fender of the car could not, as a practical matter, roll into a successful guy's office and convince him that they should buy a \$900 dynamics of personal achievement course for everybody in the company. He wasn't going to make that sale.

But you could take the same guy, put him in a carpet cleaning business, do all the same head trip stuff, which the whole thing was about head trip to him and he could go out there and he could start selling carpet cleaning jobs and he could be successful. And it was astute on Don's part. So really the whole recruiting process and the whole training process it's like five minutes on how to clean a carpet. The rest of it was all the same stuff you would say to an SMI person but they had a vehicle that they could do.

The hole in the whole personal development business is the absence of the vehicle. Now you have to be careful that your whole thing doesn't become about they're buying everything else in order to have the vehicle for a variety of reasons including legal, which we're not having a legal conversation.

Audience: I understand that what you just said, and buy everything else to have the vehicle.

Dan: Well if you make this about, that's why I left the Tollison. If you make this about, everything else about you is about them being in that opportunity and about them being in that vehicle, there's a number of bad things that come out of that. So it really needs to be option not purpose because it is infinitely better, the infinitely better business is a business like ours where everybody's got a vehicle and we're making their vehicle run better. That's a better business than when you put them in a vehicle of your own.

But you're right in that the obvious hole is you got new women entrepreneurs and you've got people who don't have a clue about what they want to do and you get them all revved up and now they got no car at all. And so you're right. There's both opportunity there and there's value there.

So having said that now back to your specific question. I don't know if I'd do it at the same event, which may not, that's not the most convenient

answer. But I don't know that I would do it at the same event. I might very well be selling out of one event into the other event to come and do that. That might be answer. Furthermore I might be directly selling into event number two because there's some people who might not want to come to your great big star studded extravaganza, touchy, feely thing that you do but they might come look at the opportunity.

So I might not do it at the same event. If I did make the decision to do it at the same event I would either do it bonus day or if it could be done in an evening bonus evening. So it is sort of disclosed. It's sort of Discovery Dayish now and you're coming to make a decision about 'X'. And I get my damn coaching sold first.

You really can't make one contingent upon the other even if you wanted to and I don't know that you would. So my initial reaction is I think I would separate them entirely but if I was going to link I would do it in a closed off, this is the Bonus Day, this is the Bonus Night, this is the...and then I would then not make, I would not do much if anything during the event to set it up like you do to set up coaching. I would still run my event exactly the way it works for you now.

In fact the last damn thing we want to do is screw up the ability to sell \$2 million dollars worth of coaching from the front of the room. That we don't want to do. Right? So if you wear blue nail polish when you do that you keep wearing blue nail polish regardless of the fashion. Don't change anything because that might be thing. So I think you've got to box it off. You just have to.

End of presentation.