



50

Quick Fix Marketing Strategies

“Special Report”

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DOMINATE or die Marketing

50 Quick Fix Marketing Strategies

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In this report we have taken fifty separate kinds of businesses and applied quick-fix marketing solutions to them. These are the strategies that we would choose if we could only apply one basic tactic to improve profits and increase sales immediately. All of these quick-fix solutions apply to other business situations.

CLOTHIERS:

Most clothiers don't capture and use their customers' names correctly. If anything, they send out one or two bad mailers a year that don't really say anything or address the needs of their customers.

Here's what we suggest. First of all, capture all clients' names, addresses, and phone numbers... fax numbers when applicable. Second, categorize each customer according to area of interest. For example, certain women will like exotic shoes, or more expensive dresses, or will need particular sizes, etc. When you get something in that you know they like, call them or mail them immediately, even previous to the order coming in, and tell them about these items.

Third, when people come in, say to them, (almost as a trial sales close), *"From time to time we get some wonderful things in, but they go so quickly. Since you're one of our better customers, would you like us to call you when something comes in?"* This will build customer loyalty and responses very quickly.

Forth, make deals with kindred retailers who have customer names --for example: beauty salons, restaurants, health clubs and spas, jewelers, furniture stores, draperies, cleaners, florists, photographers, etc. -- and give one another reciprocal endorsements.

Here's how it works: If Acme Beauty Salon has a great clientele, a clothier could do a mailing in which the beauty salon pays the expense to mail the clothiers list one time (the clothier keeps control of the list, so the names aren't released). The clothier writes a letter on their letterhead extolling the benefits of the beauty salon and saying that the salon has authorized him or her to make a special introductory offer. It can be a price inducement, something free for buying something, or preferential treatment. All the customers have to do is bring in the

letter so they can be identified.

Then, the beauty salon owner writes a similar letter to his customers extolling the benefits of the clothier and making a specific offer. The two businesses can make a straight trade -- names for names -- or pay a percentage, say \$5 or \$10 for each customer who buys. The important thing to keep in mind is, don't **be stingy**. Make your deal so appealing that it will be worthwhile to the endorser.

I can't resist the opportunity to reverse gears here and remind you to calculate the Marginal Net Worth of a customer or lifetime value of each new customer you acquire. It's the total aggregate profit you make over the life of an average customer. For example, let's say that you mail 5,000 names and get *300 new customers*. Each new customer buys three times a year at an average sale of \$100. Let's say that you net profit is 70%. Your total profit per year is as follows:

$$\begin{aligned} &300 \text{ customers} \times \$100 \text{ sale} \times 3 \text{ sales/year} \\ &\quad \times 70\% = \$63,000. \end{aligned}$$

As you can see, you can easily afford to break even, or perhaps *lose money on the initial front end sale* to accrue the profit from repeat sales of a new customer. In fact **entire industries have been built and sustained on the strength of this one concept** -- i.e., insurance companies, magazine and newsletter subscriptions, book clubs, record and tape clubs, etc. Using this principle will allow you to increase your advertising and marketing budget *while your competitors* are cutting back on theirs. Guess who will come out on top?

WHOLESALERS:

Wholesalers, by and large, all sell the same thing, the same way, to the same customers, at the same price.

To beat your competition, you must create a **Unique Selling Proposition** for your company. If your product allows it, you can independently embellish certain things. For example, if the manufacturer's warranty is 12 months, you can offer an additional 12-month warranty for your customers. Or, you can offer some additional service, such as toll-free, phone-in ordering; no minimum order; free shipping; special terms, etc.

Those things notwithstanding, the best way to get someone's business is to *help them grow their own business*. If you help a company grow its business, even if it has no direct relation to your product sales, they almost always reciprocate the gesture (and the profit you've contributed) by buying whatever you're selling. So consider sending your customers a regular newsletter on profit-making ideas to help them build their businesses. Also buy quantities of the best business books and send them as gifts with a **"thank you"** letter.

MAIL-ORDER BUSINESSES:

Most people in the mail-order business don't understand the residual value and ancillary worth of a customer name. After they've sold something to the customer, they merely try to rent the name out, without considering one important fact: If another company is renting our list and mailing to customers continuously, isn't it obvious that they're making money from your customers? **Wouldn't you rather make that money from your customers?**

Here's how: You go to these other mail-order operators and say, *'Look, you're already getting a good response from mailing to my list. But you'd get an even better response if your mailing pieces had my name on it, because my customers trust me implicitly and they buy anything I offer them. If you lend me your mailing piece, I'll put my name on it and mail it out at my expense, and you get the names and half the profits.'* That one little twist can normally make you about five times the profit of merely renting your names.

ATTORNEYS:

Most lawyers don't realize how powerful it is to educate the public. By this, I mean they should present themselves as authorities in their field through consistent and deliberate 'information campaigns.'

First of all, **most people don't want to use a lawyer** -they want to avoid using a lawyer. If I were a lawyer, I would depict myself as the exact opposite of most lawyers (who only want to increase billable hours to clients). I'd produce all kinds of printed material - articles, booklets, manuals, newsletters, etc. -with titles such as *'Fifteen Legal Situations Where You Don't Need An Attorney'*- *'How To Minimize Your Legal Fees In Any Situation'* - *'Seventeen Questions You Should Ask To Determine If An Attorney Is Competent'* - etc.

I would do radio interviews using this whole provocative approach. I would offer to speak to all sorts of groups for free. I would offer to become the legal advisor to big companies of 50+ employees, one day a month. I would sit in a company office and offer free legal help to their employees, with the thrust of helping them avoid expensive legal problems. **If you give a lot for nothing with no strings attached, it is implicit that you have a lot more to offer.** When a genuine legal problem arises that requires the services of an attorney, a lot of the people you've helped for free will want to retain you. That's the power behind this approach. Attorneys who have used it in the past have built huge practices very quickly.

COIN DEALERS:

I've helped many different types of coin dealers profit handsomely from their customers and prospects. The first thing I did was get them to *'reverse the risk'* for their customers, and then add a free bonus to give to the customer on top of it.

For example, we offer the customer some other kind of desirable collectible (other than coins) with the guarantee that, if they aren't delighted with their coin purchase within 30 days, they can get a complete refund, but

they get to keep the bonus as a thank you gift for trying our company.

Educating your customers is extremely important in the coin business. It was the essence of our success at Investment Rarities. You should produce all kinds of generous educational materials to send out to inquiries and referrals. In the copy, you should have a person-to-person dialogue with the readers, letting them know that you understand their desires, fears, and motivations. Gently nurture them into a long-term relationship. This dramatically improves the *'front-end'* profits. But where you make even bigger money is on the *'backend'*, by taking all sorts of related products that you own or can acquire through joint ventures with other companies. By making follow-up offers to customers every six to 13 weeks, you can make a ton of money on the back-end.

TRAVEL AGENCIES:

Most travel agencies simply react to their clients' requests. Instead, develop a proactive marketing strategy by regularly contacting clients to determine their future travel plans, geographical areas of interest, preferred modes of travel and any special needs and desires. At least 50% to 80% of everyone's travel needs are known to them in advance. Keep careful, detailed records on each customer/prospect. If you can make advance recommendations to clients in a way to save them money, time, last-minute panic, and overall grief, don't you think they will favor you with most or all of their travel business?

HEALTH AND FITNESS CLUBS:

I've worked with several people in the past who have very successfully applied several derivatives of my 'Marketing Test Concept' to irresistibly appeal to hundreds of people who have ever considered joining a health club. First, create a provocative display ad to run in the newspapers. Use a headline such as, **'Five Hundred Nine-Month Memberships To ABC Health Club Only \$29 As Part of A Bold Test.'**

Your ad should say something like this:

'As part of a marketing test, ABC Health Club wanted to see just what impact price really had on compelling someone to start developing a regular health and exercise regimen. So, we persuaded our manager to allow us - for one time only - to make a 30-day offer to anyone wanting a nine-month membership to our health club (normally costing \$500) for only \$29, provided you agree to a few reasonable stipulations.

'Stipulation One: You must agree to come to the club at least three times per week, preferably every other day, and spend at least one solid hour working on a regimen that our instructors help you to establish. We believe firmly that if we get you acclimated to a regular exercise program over a nine-month period, and you start to reap the benefits of a lean, well-toned, well-developed body; greater vitality and zest, and greater attractiveness. Then you would be a fool to stop when your trial ends, so we expect a lot of people to renew at the full rate. After all, if we help you become the person you've always wanted to be, you'd be delighted to renew at almost any price in order to maintain it.

'Stipulation Two: You must come to the club only in the off-peak hours (specify what those hours are).

'Stipulation Three: You must agree to let us use you as a case study in subsequent advertising promotions.'

This approach will bring people to the club in droves. You'll make money up front. If you get 10% renewals at \$500 from 1,000 trials, that's \$50,000 you'll make on the back-end. And you'll produce some incredible tract records and case studies to use in your future promotions.

For those people who stop coming to the club or allow their membership to expire, you must offer all sorts of inducements to renew (preferably before they expire). Offer subscriptions to health publications, vitamins,

special discounts at kindred retailers you joint venture with, etc.

Since most health clubs merely allow their expired members to disappear, and almost never try to induce them to continue, make deals with competing clubs to buy their expired names and induce them to try your club! This is how the **"Marketing Test Principle"** works. Vigorously working the backend, getting customers acclimated and joint venturing all combine in a powerful way to skyrocket your sales and profits.

TANNING SALONS:

Again, use the Marketing Test Principle: **'\$200 Worth of Tanning Sessions For Only \$29 As Part Of A Bold Test.'** Use similar stipulations as with the above Health Club example. Then work the back-end for renewals, long-term treatments, upselling, cross-selling, and joint ventures (with health clubs, for example) to profit wildly.

CAR DEALERS:

The biggest mistake car dealers make is not testing various themes in their display ads and analyzing the results - *both the front-end response* (people walking in the door or calling) and *the closing rate* (people actually buying cars). As a car dealer, you'll run circles around your competitors by tracking and analyzing: **1)** the cost per lead, **2)** the percentage of leads converted, **3)** the average sale per conversion, and **4)** the residual value of each conversion (the future value of repeat business from that customer).

Here's a blockbuster idea which I've presented to several car dealers. Frankly, they were all so myopic that they balked at the idea (but it's one you could use to generate a lot of money). It's part of my 'host/parasite' concept, in which you play off of someone else's assets, or let them play off of yours. Briefly, if an ad costs you \$10,000 and brings 100 customers into the showroom, your cost per lead is \$100. Let's say you can only sell ten of them, and your profit before commissions on each is \$2,000. But because those ten sales cost you \$1,000 each in advertising, your real profit before commissions is only \$1,000. **Those**

ninety leads that didn't convert cost you half your profit!

Why couldn't you close them? Probably because they didn't want what you were selling! *You can't sell a Ford to someone who really wants a Toyota, no matter how good your salespeople are.* For this reason, I suggest that you make a deal with all your competitors (those selling other makes of cars) whereby you either try to sell your competitor's cars to your prospects, or you furnish your competitors with the names, addresses, and phone numbers of the prospects you didn't close.

You then split the profit with your competitor according to how much work you put into the sale. If you actually closed the sale of your competitor's car, then naturally you should be paid more than if you merely turned over the lead. The least you want to get out of the prospect is the \$100 or whatever it cost you to bring him or her onto your lot in the first place. If you can accomplish that, you have recouped your ad cost and you're not charging it against the sales you do make, and therefore the

profit on those sales (at least in the example above) is double what it otherwise would have been if you didn't use this technique.

Your competitors may not go for this. They'll say, "Why should I pay you for the leads when they're going to come on my lot anyway if they really want my car?"

And you respond: *"They may come onto your lot, and they may not. Prospects are fickle. They may wander onto someone else's before they get to yours, and some slick salesperson may get them into a car and burning fuel before you even see their face! Why risk that, when a sale today is worth two sales next week?"*

"Also, because I've already talked to these prospects, they have established a relationship with me and have developed a degree of trust in me. If I recommend you over all the other dealers out there (especially competitive dealers selling the same car you are), don't you think that's worth something?"

"They'll be much more favorably disposed to go to you and buy from you because I told them frankly that my cars aren't what they're looking for, but yours are. What's more, you won't have to spend a dime in advertising cost to bring these customers onto your lot. I've already spent the money and pre-closed them for you. I'm saving you money, preserving your cash flow, and doing your work. What more could you want?"

If you close the sale for your competitors, they should have no quarrel with giving you half the profits on the sale for the same reasons as mentioned above. You've saved them time, money, capital risk, and effort. Indeed, it's like having 'extra' salespeople they don't have to motivate, pay salaries to, pay taxes on, pay insurance on, etc.

As far as you're concerned, don't worry that people won't buy your product. Are 100% of your prospects buying from you right now? Of course not. You can't please everybody. But they are going to buy something. Why let them get away without making any money off them? That's foolish. The best thing in the world is to make money off your competitor's products. (You have more products to sell that way)!

With this concept, you could increase your closing rate 50% or better, instead of 10% or whatever you're getting now. And if you do have a fine product, people will buy your product if it suits their needs. Don't think you're going to be host/parasiting yourself out of business just because you're recommending your competitor's products all day long. It's a fact of life that your product isn't right for some people, so why put your tail between your legs when they don't buy it? **Sell them what they want!**

This concept can be easily applied to a wide variety of products and industries, such as photocopiers, fax machines, appliances, manufacturing equipment, real estate, and various kinds of service businesses. Anytime you sell only a specific product or service, and your customer wants something else and you know who can provide it, **that's the time to initiate this concept.** You will end up making more money off your competitors than you do

off your own product or service. *If your ego doesn't get in the way, your bottom line will thank you.*

ORAL SURGEONS:

How do you build a practice in which professional ethics preclude certain kinds of advertising? All other things being equal, I've found that *education and service* are very powerful devices.

In the case of oral surgeons, target your referral source - regular dentists. There are many cases in which oral surgery is not necessary, and a regular dentist does not know that. Start a regular, monthly personal educational correspondence to dentists, outlining all the situations in which oral surgery may

not be necessary. Offer to examine any patients referred by a dentist in marginal or questionable cases at no charge. Adopt the strong posture that if **they don't need it, you won't do it**. Your motivation? To help the dentist preserve the goodwill of his or her clients. It's a very disarming approach that would take many dentists by surprise, and you'd get a good number of them to go for it.

Also, as I mentioned under the 'Lawyer' category, start a regular educational communication with your target audience. Produce publications of all kinds, educating and informing the public: *'How To Tell If You Need Oral Surgery'* - *'How To Avoid Surgery You Don't Need'*. And so forth. Also, for a change of pace, buy copies of the latest best selling novels, or other helpful books, and send them to all the dentists with a warm and charming note that says something like, *'We busy professionals need to relax at times. I enjoyed this book and hope you do, too. Please accept it with my compliments'*. Subtly state your offer and guarantee elsewhere in the note.

If you do this, you will build a reputation as a real nice person. Selling is not yelling, and this understated approach is one of the most powerful, ones you could use.

HOTELS:

First, realize that the cost to acquire a new customer is very high. The cost to keep a satisfied customer is very low. The key to success in the hotel business is to build such fabulous acknowledgement gestures into your procedures that people will be falling all over to get themselves a room.

Welcome the guest at the desk with a refreshing cold or hot drink, depending on the climate. Provide refreshments for the children while the weary travelers check in. Give them a check-in voucher good for a bottle of wine, a pool side bench, a free movie, \$10 credit at the gift shop, a boat ride, a dinner show, etc.

Have the manager send anyone checking into a minimum-dollar-rate room - say \$225 - a wonderful basket of fruit, cheese, crackers, and an iced pitcher of freshly squeezed local fruit juices. Have the manager or the assistant manager follow up in two to five hours with a phone call, telling the guest how much the hotel appreciates their staying with them - and offering to do whatever is possible to make their stay wonderful. Conclude the call with an invitation to a cocktail-and-cheese party, show or other event.

Provide shampoo and other niceties free. If all this sounds like it will cost an arm and a leg, consider this: By adding \$20 extra onto the daily room rate, in a typical seven-day vacation, you'd generate \$140, which would pay for all the extras. Also, not everyone will take advantage of all the extras you offer. But the mere fact that you've offered them these services free, will stand out so favorably in their minds and wallets that they will sing your praises to all they meet. You will have maximum occupancy before you know it.

FINANCIAL PLANNERS/INSURANCE

SALESPEOPLE:

For anyone selling advice, nothing is more powerful than a **free seminar**. Your seminars should offer incredible perceived value by applying a variation of the Market Test Principle. If you don't want to do a seminar, you could offer *free consultations* to qualified

prospects in which you prove you can improve their coverage and long-term savings buildup. This is a prime example of 'reversing the risk'. Your closing rate will skyrocket and your bank account balance will, too.

BUS COACH TRAVEL COMPANIES:

I did a delightful consultation with a company that sold bus tours all over the country. I taught them to use '*contrast selling*' to emphasize and romanticize the advantages of bus travel over other modes of recreational travel. (In their catalog and other promotional literature, they had been almost apologetic about their perceived inferiority).

I taught them to *articulate* and *romanticize* the advantages - the convenience (pickup at a central location); comfort; scenery; frequent stops; a way to meet people in a leisurely, pleasant, fraternal environment; one package price includes everything.

I also taught them to downplay the disadvantages. 'Sure, it's not as fast as a plane, but do you really want to get to Los Angeles that fast? Wouldn't you rather see and enjoy the Grand Canyon at your own pace, instead of flying over it for a fleeting view from a distance and missing all that beauty?'

Does your business have a hidden USP that you can bring out through 'contract selling' - romanticizing the advantages and benefits, and down playing the negatives in a warm, congenial manner? If so, use it and capitalize on it.

MUTUAL FUNDS:

With this business (as in all businesses that must constantly generate and convert leads) the most powerful 'quick-fix' formula is this: 1) Experiment with headlines in your advertising, 2) Send out follow-up literature immediately upon receipt of a lead by first-class mail.

Anybody who knows me knows that I consider the *headline* of an ad to be the **most important factor** in its success or failure. And yet, even though they spend thousands of dollars on advertising, almost nobody tests their headlines (let alone any other parts of their ads or offers). If a better headline than the one you're using can bring in two or three times as many leads as you're getting now, what's that worth to you? Is it worth the extra expense and hassle of a one-time test? **You bet it is!** Once you discover this winning headline, it will payoff for you in increased profits for years to come (until you find another one that beats your 'control').

This is leverage at its best, because you'll spend the same amount on your ads, but get a much better return on your investment. It's foolish not to test.

Here's another pet peeve of mine: Most companies scrimp on follow-up costs. They spend all this money to bring in a lead, and then they try to find the cheapest way to convert the lead. How stupid! If you don't convert the lead, all that advertising money goes down the drain!

My philosophy is that you should be willing to spend at least as much to convert the leads as you did to bring them in. It amounts to spending half your budget to save the other half. (Actually, if you know the '**lifetime value**' of your customers, you'll know exactly how much you can afford to spend to convert any lead, regardless of how much it cost you).

Time is a great factor here that is often ignored. **The value of leads diminishes in direct proportion to the amount of time it takes to follow up on them.** When customers or prospects are interested, the time to pounce is immediately, before their interest wanes. I've seen people sit on leads for two or three weeks, expecting those prospects to be just as thrilled to hear from the salesperson as when they first called or sent in the coupon. It doesn't work that way. You've got to have the manpower and the operational setup to respond to your leads immediately, or someone will get them before you do.

Finally, once you have made the first contact with the lead, keep sending repeated follow-ups until it's no longer producing profitable conversions. Too many companies send only one follow-up piece, whereas I've seen successful follow-up series number anywhere from five to eight contacts - sometimes even more!

Lead generating and conversion can be dramatically enhanced through smart marketing techniques. Don't let the numbers scare you until you really know what they mean and how to manipulate them.

VIDEO RENTAL STORES:

I have an idea that can make any video store boom.

First, you must understand the behavior of a VCR owner. When they first get a VCR they go crazy. They rent ten or 15 movies at a time, watching all the old movies they missed or haven't seen for a long time. After a three-to-four month binge, the novelty wears off and they find themselves on a Friday afternoon at 5:00 p.m. at the video store, fighting with everyone else for the few copies of the three or four new releases. If they're too late, they often leave empty-handed.

Here's an idea that can easily double your video rentals. First, make all your sales personnel watch all the movies in stock on their own time. (They shouldn't mind seeing unlimited movies for free). They will soon become knowledgeable about all the movies in your inventory.

When customers start to leave the store empty handed, stop them and say, *'Excuse me, but what were you looking for?'* Let's say they were looking for the new Woody Allen movie. You say, *'Oh, do you like comedy?'* Probe them for their interests.

Then make this offer: 'Mr. Customer, there are a few overlooked greats which I think you'd really like. I know we have them in stock. Why don't you take them home, and if you don't like them, then don't pay us for the ones you don't like. Fair enough?'

You'll probably rent two or three movies to everyone this way, instead of letting them go out empty-handed because you couldn't rent them the one they came in for. The customers will end up paying for all or most of the rentals. And you'll probably increase rentals by \$10,000 a month.

Here's another terrific idea. Most people don't take the time to have their VCRs reconditioned. They wait until the heads get so dirty that they can't stand to watch the awful picture it produces, and then they take it in for cleaning - and then they go without a VCR for several days. You should make a special offer to your customers to recondition their VCRs for \$100 and give them a free loaner VCR while you work on theirs. You might even offer to go to their house, disconnect their current VCR and install the loaner. (Why? Because most people hate to mess with this part of the process and therefore won't take you up on your offer if they have to do all the work themselves, plus go to your store to drop off their VCR and pick up the loaner. It just won't happen unless you do it for them).

Meanwhile, you arrange a joint venture with a good VCR repair shop that will supply the free loaners and take care of the removal and installation of the loaner. They get \$50 for each reconditioning, which I'll bet is far more than they make normally. And since the volume of work will be much more than they would ever get otherwise, it's worth it for them to supply the loaners. For instance, if you get 500 people to take you up on it at \$100 apiece, you and the repair shop will each make \$25,000 on the deal! That's a nice contribution to your annual profit!

SOFTWARE PUBLISHERS:

This is a perfect industry to apply the Marketing Test Principle. You start off with two related pieces of software, each with a market value of \$200. They cost you \$5 to make, but you sell one of them for \$29.

Then explain your motives: *'We believe that once you get used to using our software, you'll see that it's as good as software costing five times as much and we think you'll only be too happy to pay \$200 for this second software program which does this and that.'* This approach is a real lead generator and list builder. Then vigorously work the back-end with more offers to get repeat business. Rent your list for increased income, and do all sorts of joint ventures with companies that would love to sell to your customers.

MOM-AND-POP GROCERY STORES:

As with every business that depends heavily on space advertising, test various headlines in your ads. You'll be amazed at the increased results one headline will get over another.

Also, make very attractive offers to generate new traffic. For example, I would give away something free every day. It doesn't have to be anything expensive - a package of toilet paper is a good example. You could give away a different thing every day so people have to read your advertising (make them bring in the coupon) or stop by to find out what it is.

Or perhaps you could run certain regular items in a weekly cycle so people consistently come into your store to get them.

The key is to get them coming to your store on a regular basis, *and giving away free items is just a cost of advertising.*

In contrast to the chain stores, project a warm persona that reflects the store's atmosphere. There's a small chain in Southern California called Trader Joe's that, in my mind, is one of the best 'grocery store' marketers in the country. Their niche is that they carry unusual items not found in your typical supermarket. (For instance, in addition to natural peanut butter, they also have cashew butter, almond butter, macadamia nut butter, and all kinds of cheeses, wines, vitamins, nuts, juices, breads, muffins, etc).

Anyway, they mail out a twenty page brochure five times a year called 'The Fearless Flyer' that's full of charming, yet informative, articles on their products, including value-to-ounce price comparisons, food content, nutrient value, how they're able to make such extraordinary offers, and local, homespun philosophy. **You should consider mailing to all your customers.**

What? You don't have your customers' names and addresses on the computer? Then set out immediately to capture these names through in-store promotions such as drawings,

sweepstakes, etc. Drawings are usually the best, with '*Free Groceries For A Month*' being something that no customer could possibly turn down. You can also get names and addresses from checks and credit card slips. Also use in-store demonstrations of your products: free coffee, cheese and crackers; yogurt, ice cream, etc. to generate store traffic.

Don't forget to fully exploit co-op deals with all your suppliers. Many suppliers make co-op advertising funds available to retailers if you ask.

BANKS:

Banks have two types of customers -borrowers and lenders - and each want different things. The key to successfully marketing to these groups is to *segment your list in as many ways as possible, according to the type of customer and his/her degree of sophistication.* Then develop specific offers for each segment of your list and regularly solicit each group, offering specific services.

This should be done by computer-personalized direct mail, and by having your customer-service representatives call the better customers when they're ripe to refinance a loan, roll over a CD, or whatever. Thoroughly explain all charges and costs involved, but do things like waive a refinancing fee or other gesture that will pay goodwill dividends forever.

CREDIT REPAIR SERVICES:

First, locate your market. You can buy lists of mail order respondents who are not credit-worthy. Also, car dealers are a good source of names of people who couldn't buy a car because of credit problems.

Work with several good list brokers who can counsel you on the best lists for your offer. Test many lists and mail all those that are profitable.

Second, educate and inform your prospect. Write warm, yet informative, letters filled with facts, forms, case histories, testimonials, procedures for letters and telephone correspondence, etc. Offer a free report on how to obtain, interpret, and understand a credit report. Third, approach other mail-order dealers to include your mailers to their lists for 25% to 50% of the profit.

LOAN BROKERS:

Send personalized letters to your prospects. Warm, personal letters will sharply stand out against the cold memos most finance companies send out. Educate and inform your prospects with newsletters, booklets, and reports such as *'What To Know Before You Borrow Money.'* Offer valuable premiums such as books, tapes, etc. for new borrowers. Offer preferred rates to new borrowers using the Marketing Test Principle. Offer free informative seminars. Ask all customers for referrals. Test all prospecting letters for the best-pulling offers. Set up joint ventures with retailers in which you'll finance their deals in exchange for discounts to your customers.

IMPORTERS:

I once consulted with an importer/wholesaler of Oriental rugs. The ideas I gave him can be applied to many similar businesses.

Instead of leasing/buying a 30,000 square foot showroom, locate retailers who reach your target market (restaurants, car dealers, furniture showrooms, etc). Make written consignment deals, with trustworthy business people to display your wares for sale in their places of business. Specify that the rugs remain your property and can be removed at any time. You'll call back or visit every two weeks to take inventory, replace sold rugs, and collect a check for rugs sold. Offer 50% of the gross to make it exciting and attractive to your joint venture partners. If you locate 50 outlets, place 1,000 rugs, and sell 200 units per month; and if you make \$40 per rug on the average, that's \$8,000 per month profit you'll

make with negligible risk and no increase of overhead!

PLANT SERVICES:

I recently helped a service selling indoor and outdoor plants, trees, etc. They had about 2,000 customers, about 20% of whom generated about 80% of their business. I told the company to call these customers personally and offer to contact them right away when special things come in that you think they might be interested in. I told them to give those customers a preferential first chance to buy new items.

Another idea: Set up a service whereby you hire people on commission to take twenty or thirty plants by your customers' homes or offices, and simply leave what they like. (You've already inventoried what they have. You're selling related items you think they'll like). Also sell accessories such as pots, fertilizers, etc. Take your charge card machine with you. Your sales will boom with no added overhead!

I must digress again to point out something which I hope is very obvious to you at this point. Go back and re-read my commentary on Clothiers. The marketing techniques I recommend for Clothiers and Plant shops are identical, with slight variations in application. It all boils down to four basic steps:

STEP ONE: Capture the names and addresses of all your customers.

STEP TWO: Systematically contact all of your customers and ask them for more business, starting with your best customers.

STEP THREE: *Offer* a special inducement to the customers whenever you ask them for more business.

STEP FOUR: Continually look for added products or services to offer to your existing

market - either by yourself or through joint ventures - so that you continually redeploy your marketing assets.

Whether you're a clothier, a plant shop, or whatever, you have a strategy there that can make you a ton of money. Just remember that you're a marketing company selling a product or service, and these concepts apply to you no matter what you are selling.

OFFICE EQUIPMENT COMPANIES:

One such company I consulted with set up coin operated photocopying machines in drug stores. They came up with a special customer card good for 100 -500 - or 1,000 copies. They found that if customers used 100 copies or more, they kept reordering cards.

The company increased its average order dramatically and boosted cash flow tremendously with prepayments from the cards. They asked me how to sell more cards. I told them to hire college students or retirees. Give them cards which normally sell for \$15 that they may sell for \$7.50, and they keep all the money, provided: They turn in all the money, a name, and an address to you first (to prove they actually sold the cards) -you'll cut them a check in a week, after the customer's check clears the bank.

As you should already realize, you can afford to break even (or even lose a little bit up front) in order to get a new customer, because of the *lifetime value* of that customer. Put a pencil to it and see what a new customer is worth to you over a year's time. You will then know how much you can afford to spend to bring the customer in. Next, craft the most attractive offer you can make to get that all important first sale.

QUICK-PRINT SHOPS:

Here's a simple, powerful way to make a quick-print shop grow like crazy. Offer free pick-up and delivery. Hire sharp-looking men and women to pick-up and deliver to-area businesses, paying them by the hour or giving them 10% to 15% of the job. Offer your customers OD or an open account. Guarantee delivery: If a job is picked up by 11:00am, it's back by 4:00pm (or if it's picked up by 4:00pm, it's back by 11:00am the next day). You'll expand your business exponentially in all directions, all on contingency, with no increase in fixed overhead!

MINI-WAREHOUSE (SELF-STORAGE) FACILITIES:

Put a team of college kids to work, calling all the classified advertisers in local papers (including 'throw-away' papers) who offer goods for sale or are having garage sales. Offer a special deal to all who might be interested in storing the excess goods they don't sell (Pay the callers a commission of, say, 50% of the first month's rent).

You can offer the customer a free month's rent if they agree to a minimum of three months. Or you can offer free insurance, free move-ins, and access to free extra space for up to two weeks a year to anyone who signs a rental agreement for a year. Hire these same college kids to call local businesses that might need storage space and make the same offer. The same college kids can provide the free move-in services for an added percentage, thus saving harried business people the hassle of moving the stuff themselves.

NEWSLETTER PUBLISHERS:

I've spent many years publishing my own newsletters, while at the same time boosting sales and profits for many other publishers. I've used the Marketing Test Principle, renewal inducements, joint venturing and other concepts. But one of the best techniques was originated by Howard Ruff for his newsletter, "*The Ruff Times*". It's called the '*Name Your Own Price*' offer, and had made a fortune for many who have used it properly.

It's an embarrassingly easy way to get non-responsive leads or renewals to respond. You mail a letter with this posture:

'Mr. Prospect, we've tried in vain to get you to subscribe to our newsletter. We honestly feel it's worth many times our \$69/year subscription price, but we realize you may not feel the same way. But you must feel it has some value to you. We want you (or we want you back) so badly that we're willing to let you subscribe at any price you feel is fair to try us. Let us tell you, however, that it costs us \$28/year to produce this newsletter, so we ask you to be fair and at least cover our costs, and hopefully let us make some profit on the deal. Here's how it works ...'

This gambit works for many different types of businesses. Possibly yours!

It's important in this approach to openly and honestly explain your motives. You want to get them back in the fold because you know that once they experience the benefits of your product or service, they'll want to renew at a full rate later; you have other products or services you want to sell them that you know they'll enjoy; etc. Also, be sure to tell them what your minimum expenses are, or set a floor so you aren't taken advantage of. All in all, this is a very powerful device when properly implemented.

INVESTORS:

You can use my concepts to passively invest \$1,000 to \$5,000 in seed money, and turn a 2,000% annual profit on the upside with no more than a \$250 to \$1,000 risk on the downside. All investors should realize, however, that investing in new ventures - based on pro forma financial statements, sales projections, marketing studies, and ratios - is riddled with potential pitfalls if they *aren't familiar with the realities of a specific market*.

Here's one way to minimize downside risk and receive a first-class education as well. Good deals are a-dime-a-dozen. There's practically a new good deal every day. If one comes your way, and the numbers are foreign to you, then spend the time to look at 100 deals before you commit time, emotions, and money. Call other people in that field and ask their opinion before you commit. Or try to sell the deal to somebody else.

NEWSPAPER PUBLISHERS:

Every publisher should answer one very important question -Do you really deliver the market (the readership) you claim you do? If the answer is yes, then try one of these two approaches with your advertisers. These approaches have worked successfully for newspaper publishers I've consulted with.

NUMBER ONE: As long as the advertiser will agree to run a specific, *irresistible* offer in your paper and nowhere else, you'll run one ad free, provided that if you deliver an agreed upon minimum response performance (e.g., ten TV sets sold), the advertiser will sign a one year contract to run ads in your paper at full rate.

NUMBERTWO: If you can't get them to advertise, offer to joint venture with them. If they'll run all their advertising with you exclusively- for an agreed upon minimum size and frequency - you'll let them have that space for free as long as you get a certain percentage of their gross sales for the coming year.

Both approaches have been tried successfully. I would test and analyze both approaches to see which one works best for you.

CARPET COMPANIES:

One such company I consulted with had 10,000 names of customers they had collected over five years. They had never called the customers or mailed to them. Not even once. I told them to mail to their list, testing several different offers - price reduction, free installation, free bonus (a special rug or a set of throw rugs), etc.

Then, of course, (and I hope this is obvious to you by now) I told them to set up joint ventures with kindred companies -rug dealers, carpet cleaners, draperies, furniture stores, interior decorators, etc.

Which leads me to my next example...

CARPET CLEANING COMPANIES:

Several approaches work well here.

For commercial buildings, offer one month's free cleaning with one stipulation: If you do a more satisfactory job than the people they're currently using, they agree to give you a one-year contract at the same price or slightly less than they're currently giving someone else.

For residential customers, give one cleaning free in return for a one year contract at \$50 a quarter, for four cleanings billed automatically to the customer's credit card. This locks up \$200 per year per customer, forever.

One company I consulted with tried this and immediately boosted their sales by 12%, improving the company's closing ratio to three out of five. That's a 60% closing ratio! *And they hadn't even begun to finish working their entire list!*

Don't forget to approach carpet companies and offer to joint venture with them. The carpet company can make your offer to their customers as an inducement to buy their carpet!

RESTAURANTS:

Regularly visit other restaurants of all types in your area. Take detailed notes on what turns you on or off about the atmosphere, persona, service, food, entertainment, special gestures, decor, etc. Play customer and see how their treatment differs from your own.

As far as marketing goes, the most important thing you must do is capture the names and addresses of all your customers. Here's one way: Have each waiter or waitress give a card to each customer after they've enjoyed the entree and are lingering over coffee or dessert, and tell them about a free drawing you're having -a gourmet dinner for two, complete with champagne and caviar! In a few weeks, pick a winner and send them a letter they can bring in for their free meal. Also, send everyone else a letter offering a second prize of a bottle of champagne, free appetizer with the next dinner, free dessert, etc. Make it good for one month, provided they bring the letter with them.

Set up joint ventures with local artists whose works fit your restaurant decor. Display their wares on your walls and offer them for sale (and, coincidentally, decorate your restaurant for free).

Needless to say, mail your list frequently, testing all types of offers. Then test other lists - local residents, special groups (such as *'Dentist's Special'* or a *'Lawyer's Special'*). Remember, collect names and addresses, ask for the business, and offer a strong inducement. You'll run rings around your competitors.

BEAUTY SUPPLY DISTRIBUTORS:

If your product is no better or worse than your competitor's, and your prices are about the same, then the best thing you can do is help your customers make more money.

Give them ideas on how to make their advertising more effective; how to service their customers; how to capture their customer names and render a noble service to their customers; how to work the backend for repeat business. Your USP becomes the valuable and unselfish service you render in improving your clients' business.

FRANCHISORS:

If you're selling a franchise, test different headlines and specific offers. Process the leads immediately. Mail follow-up material by first-class mail. If your incidence of franchise success is high, then offer a guarantee that if they're not satisfied with their level of success after, say, six months of concentrated effort, then you'll take back all unsold inventory and refund their full franchise fee. **What a USP!**

Also, go to all your active competitors and offer them a flat fee or a percentage of profit for all the leads they can't convert, after they've mailed their last follow-up piece. By the way, 5% to 10% conversion is good in this business, so you'll have plenty of leads to work with from people interested in franchises. Your offer may push a hot button that your competitors didn't push!

FLORISTS:

Hold a drawing for *'Free Flowers For A Year -A \$200 Value'* in order to capture names and addresses of your customers. Give the winner a special arrangement that's appropriate for each holiday, birthday, anniversary, spouse's birthday, and other special occasions. On the drawing card, have each customer give the dates of these special occasions. Then send a personalized letter ten days before each occasion, reminding them of it and making a special offer so they buy their flowers from you.

Here's a way to lock in dozens of customers and produce tons of front-end cash: Offer your customers a reduced rate on all the flowers they buy if they'll pay in advance for them now (or in quarterly installments on their credit card). Your pitch would go something like this: *'The price of flowers is going up all the time. A year from now, a dozen roses may cost 50% more than they do now. There's nothing we can do about that, but here's a way you can avoid those price increases and still get the fine quality flowers you've come to expect from our shop. Simply pay us "in advance" for the flowers you expect to buy during the coming year. We'll even sell them to you below today's current prices, so you're actually getting a double savings!'*

Then add some rationale for why you're doing this, such as: *'We're going to expand our store and make a ton of new renovations that we've been wanting to do for a long time but didn't have the money for. With this prepayment plan, we'll be able to generate the capital we need without having to take out a loan and pay all that interest. We're there for willing to give you an enormous price savings on all the flowers you buy, and we're more than happy to pass the savings on to you since we won't have to make payments on a loan from the bank.'*

This can work for any kind of business in which the customer's future purchases are more or less predictable. After all, a sale today is worth two sales next month - and who couldn't use an enormous increase in cash flow? Be sure to use the rationale to explain why you're making such an incredible offer. Don't make it sound like you're hurting though, or people will be reluctant to give you their money for the future.

OFFICE SUPPLY STORES:

Just about every marketing principle I teach can be applied to an office supply store. It's a veritable goldmine of profits if approached properly.

The absolute first thing you should do is capture your customer's names and addresses. Almost none of the office supply stores I've ever been in do this. They just take your money over the counter and that's it. Once you get your list together, mail special offers to those customers. *Remember - your current customers are your best prospects for future business.* Before you try to get a new customer, sell to an existing customer first.

When you're ready to do some 'prospecting' to find new customers, the most effective medium is direct mail to smaller businesses in your market area. Offer a free calendar or paper clip holder to anyone who comes in by a certain date. Hire people to give free delivery on regular routes to area businesses for 10% to 15% commission. Use eight to twelve page catalogs for your customer list, with advance notices of special offers. Set up joint ventures with a local print shop to mail to each other's list.

Re-read the *Quick-Print Shop* example. Try using the same young men and women to pick up and deliver for both you and the printer.

By *'piggy-backing'* your distribution, you'll help ensure more loyal, prosperous employees, since they'll make more money doing 'double duty' for both of you.

BAKERIES:

Mail to your local area, offering free samples of your 'homemade' apple pie or cheesecake. Set up a free drawing for a special cake, a dozen of their favorite donuts every week for a year, or whatever. Use a huge sign in high-traffic locations to announce 'Free Cheesecake' to stop traffic and pull in the crowds. Capture names, addresses, and birthdays of all family members. Send a letter with a special birthday cake offer. Give special offers for weddings, graduations, catered parties, etc. You'll be amazed at the amount of front-end traffic this will bring you. If you deliver quality goods, they'll come back again and again.

TELEPHONE ANSWERING SERVICES:

Offer the first month of service for free. If they're not delighted, they don't pay. If you perform well, they agree to a year's service in advance. Again, you're building cash flow.

Start working on renewals three to six months before the service expires. Offer special rates for advance renewals. Mail special offers to new business start-up (look in the newspaper for DBA's) and professionals of all kinds in your area. Ask the local office supply store to send an endorsement letter to their customers, recommending that if anyone needs a good answering service, they should hire you.

PET SHOPS:

In high-traffic locations such as malls, have your cutest puppies or kittens on display where they'll stop traffic. (You'd be surprised how many pet shops just throw any old thing into the front window, and sometimes nothing at all. I'd stock 'cute puppies' continuously just to bring in traffic) Whenever some exotic or unusual animal arrives, give it a name, a story, and a persona. If you can get an especially talkative parrot or a smart dog that does incredible tricks, make it your store's main attraction. Then offer free classes on how to teach birds to talk, how to teach dogs to do tricks, how to handle snakes, etc.

Go to a good direct-mail list broker and ask for help in getting a list of animal lovers in your area. These names can be obtained from magazine subscription lists, animal-protection donor and membership lists, and membership lists of animal show clubs. Your local veterinarians are also a good source of names. Send a direct-mail letter offering free products that everyone would love to have. (*See the grocery store example above*). Ask each customer what his or her interests are -exotic fish, birds, certain breeds of dogs or cats, etc. - and store this in your database of your computer so that you can segment your list and make special offers to each particular group. For instance, you can mail special notices when something comes in you think they'll like.

Much as with the florist example above, offer a year's supply of dog food, bird seed, etc. for a reduced rate for advance payment.

ACCOUNTANTS:

Offer an entire year of professional services for a flat advance fee -tax planning, informal or formal audit, etc. Offer free consultation to custom-design a plan to your customers' special needs from an entire menu of your available services. Mail out regular newsletters, explaining the latest wrinkle in the tax laws and how it affects them, and making a specific offer or recommendation. Give good books on investing -or any topics related to the business of living - just to build goodwill. Don't forget to set up reciprocal endorsements with kindred professionals, either on a name-for-name basis or for a percentage of profit.

DRY CLEANERS:

Mail to local resident lists, offering a free dry cleaning for first-time customers to get them acclimated. Offer a year's unlimited dry cleaning with a stipulated maximum number of garments each trip, for a one-time advance payment. Set up joint ventures with clothiers whereby they can offer your services to customers at a reduced rate, or an introductory free month's dry cleaning, as an inducement to buy a certain minimum dollar value of suits, dresses, etc. Or you can set up a simple reciprocal endorsement. (*Re-read the Clothiers example*).

LIQUOR STORES:

Mail to local residents and subscribers to such magazines as Bon Appetit, offering a bottle of wine every week for the next 52 weeks for an advance payment now, adding a set of wine glasses, a corkscrew, and an ice bucket. Also test a "*Wine Lovers Club*", where they get invitations to free wine tasting which you host, either at local restaurants (joint venture), private homes, etc.

You can also make your '*Bottle of Wine a Week*' offer an educational and cultural experience by having a wine expert (or yourself, if you are one) write a description of each different wine, extolling its virtues, its history, suggesting what foods to use it with, etc.

HEATING/AIR-CONDITIONING SERVICES:

Your competitors probably come out on a call, repair the unit, and go away. The customer never hears from them again. You should call your customer the next day to be sure the job was done right. Send a warm, personal '**Thank you for choosing my company**' note, reminding them of your commitment to follow up on every job, your 100% guarantee on all repair work, etc. Also, offer 24-hour-a-day, seven-days-a-week service. Explain how there is no extra charge for weekend or holiday service. Offer twice-a-year, complete maintenance checks absolutely free.

This will help your business because it shows your concern and gives the customer peace of mind. Also, it locates potential problems before they turn into expensive, inconvenient emergencies. *Early detection for preventive maintenance* will generate more than enough money in scheduled repair charges to pay many times for the cost of the 'no charge' free maintenance checks.

ADVERTISING AGENCIES:

Most agencies are content to run the same old ads, collect their 15% commission, and leave it at that. But you can build a money machine by engineering a PI (*Per Inquiry*) deal for a percentage of the profit, by using direct-response advertising, specific irresistible offers, testing your headlines, engineering joint ventures, and applying my marketing concepts. You can turn your advertising agency into a 'marketing agency'.

MEDICAL SPECIALISTS:

One MD I consulted with specialized in treating chronic head and facial pain. He had a 90% success rate in relieving symptoms, but almost no way to get new patients except through referrals from other doctors. And most were *reluctant to admit their inability to treat hard-to-diagnose conditions*.

I suggested writing a booklet explaining how to relieve chronic 'un-treatable' pain, which he would give to doctors for their waiting rooms. If you're in a similar situation, you can advertise the booklet on radio

and in newspapers, and through PI deals as a lead generator. Follow up with mailings and phone calls to booklet buyers offering free seminars on how to deal with neck, joint, and facial pain. You'll produce an endless stream of new patients through hands-on demonstrations. To enhance your credibility, produce articles for trade and consumer publications, and offer to appear on TV and radio talk shows. Through this increased exposure, you will undoubtedly increase your patient base.

DENTISTS:

Get all your patients listed on a computer. Mail twice a year, asking directly for referrals - explaining that referrals are the only legitimate, effective means by which you can maintain growth in your practice. Also, mail to inactive patients, asking what you can do to help them. Send Christmas cards, birthday cards, handwritten notes after visits, etc. Make them feel they're special and that you appreciate them as people, not just for their money or the business they bring you.

Mail to all current patients, extolling some great item you have just come across (a great novel, for example) which you are giving to them as a free gift. As an aside, of course, ask them to keep in touch for preventive dentistry, and to refer their friends to you.

RESUME PREPARATION SERVICES:

Approach employment agencies and offer to set up resume-writing services in-house, at no risk to them, and they get 25% of the profit. Many agencies get people in the door whom they can't place, or who are not presentable, or whatever. You can show them how to capture that market and make money while helping the job hunters make themselves more marketable with a powerful resume.

Also, advertise resume writing by mail. Test the Wall Street Journal, Ad Week, the help wanted sections of metropolitan newspapers, etc. Write a book on *'The 100 Best Resumes We've Ever Seen'*, and offer the book by mail, through employment agencies, and even through conventional bookstore channels.

PHARMACISTS:

Assuming prescriptions and prices are all about the same, one powerful USP would be free delivery within a mile radius, and \$2 outside the radius. Mail to local lists offering free delivery. If you're in a chain store or supermarket, joint venture with the main company so that you both use the delivery service.

Here are three examples - not of businesses - but of groups of people who could make good use of the marketing principles I teach:

Retirees: Retirees can take the techniques I teach and approach all sorts of businesses that have assets they are not redeploying - customer names they don't mail; goodwill relationships that could be joint ventured with somebody else; sales closing techniques; sales solicitation and promotional techniques; advertising concepts, copy, and campaigns; production techniques, etc. *With no investment except your time*, you can act as an intermediary to acquire the rights for yourself and then joint venture with somebody else. Or you can act as a broker on behalf of businesses, bringing them deals for 20% to 25% of the profits you bring to the business.

If you have money to invest, you can go to these same companies and offer to put up the minimum amount of money necessary to test a customer list on a joint venture, with you getting 50% of all the profit. You can make a pile of money if you only stalk companies that are so favorably disposed to my concepts that it's about a 90% setup -companies with names they've never mailed, and so on. If you never risk more than about \$1,000 per transaction, your potential downside risk is never more than a few hundred dollars, but the **upside potential is 20,000%**! If you do three or four deals per year, how would that change your life?

Employees of Companies: Presuming you're competent, presuming your job is not in jeopardy, and presuming you understand how to apply my concepts, your advantage here is the specific knowledge you have about your company's untapped assets and how they can be redeployed.

Go to your employer with the following posture: *"I have aspirations to be an entrepreneur, but I really love this company and I'd really like to grow with it. If there's no established procedure, I'd like to ask the following. If I can come up with business adjuncts that we're not involved in and not planning to be involved in, and that will augment rather than supplement anything we're involved in, and if I am willing to finance all the activities myself and I am willing to expend my own time, and if it requires any other personnel I am willing to engage that personnel, would you allow me to have 50% of the profit the new project brings to the company - forever - with the understanding that if I ever leave the company, you have the right to buy it out from me at an agreed-upon price '?"*

You may want to settle for 25% for five years and then sell out, and give the company complete editorial control and approval of what you're doing. If the company doesn't want to buy you out, then you want the right to compete with them in a similar endeavor if you ever leave the company. It's a power approach that could net you more in profits than your regular salary!

Entrepreneurs: Entrepreneurs must understand that my marketing leverage techniques are designed to increase the velocity of cash flow and direct more of it into the hands of the person applying the techniques.

You can buy companies that are stodgy but marketing-acute for little or no money down, or else option those same companies - contingent on certain specific performance. During the option period, you can try three or four of my concepts to revalidate that they will work for you in this business. If they work, then you can exercise your option, buy the business, use the enhance cash flow from applying my techniques to service all the debt, increase the volume of sales and profit, then sell the business a year later at a profound profit.

Another approach is 'Concept Brokering'. You can sell or license these concepts within your industry or in kindred industries that either make or save people money, for a percentage of the increased profit. Or, you can hire people to do the brokering for you, train them in my techniques, and split your profits with them. Can you see the possibilities here?

* * *

Let's stop here. We've applied my marketing concepts to several dozen different types of businesses. Do you see how it is all done? Let me give you an analogy. Think of an accomplished musician. To become a virtuoso, he must master the notes of the scale. Then he learns which combination of notes (chords) sound good together.

Then he adds nuances such as varying volume, tones, and accents. Then he simply combines and recombines all the basic elements of music into countless creative variations, to the delight of his listeners.

As a budding 'marketing genius', your task is to combine and recombine the basic marketing concepts I've taught you into new and creative applications to your specific business. Most of the concepts work beautifully and harmoniously in combination with one another. By testing everything and using what works on a continuing basis, you can create a money machine **that just won't quit!**

THE END

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