

# WHY YOU?



How to make your business stand out  
in the most competitive environment  
the world has ever seen.

**CLIFF FINDLAY**

## **Why You?**

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# WHY YOU?

How to make your business stand out  
in the most competitive environment  
the world has ever seen

Cliff Findlay

Written for CEOs, MDs and business owners  
who spend their time complaining that  
their marketing isn't getting the results  
they deserve.

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# WHY DID I WRITE THIS BOOK?

"The agency we used was rubbish..."

"Difficult trading conditions..."

"Clients constantly demanding more and paying less..."

"Yadda yadda yadda..."

Look, I've heard all the lame excuses for poor business performance. Some of you will say anything before facing the truth. And what's the truth? I'll tell you: ill-defined business decisions, too little planning, too happy with the status quo.

My name is Cliff Findlay. I've been in the marketing game for over 20 years and during that time I've made my clients a lot of money. I've also gained a reputation for being brutally honest with them. Somebody once said, "You should never ask Cliff a question if you aren't prepared for the answer." I take that as a huge compliment. I don't do it to hurt. I just want to get to the bottom of the problem as quickly as possible to see if it can be fixed and whether the business is willing to make the changes needed to fix it.

In this book I'll show you how to prepare your business for marketing. In particular, I'll show you the kind of questions you should ask yourself before spending money or choosing an agency to work with.

Following these guidelines may be a bit painful for some. Others may not agree with everything I've written. That's okay. However, you will see change and it will be positive. That's a promise. You may even create a whole shiny new business.

The good news is that you already have one significant advantage over some of your competitors: you're reading this book. It means you know at some level that things have to change and you're willing to find out how to make that change. That's 50% of the problem solved right away.

Now let's sort the other 50.

**CLIFF FINDLAY**

*Chief problem solver*

# THE MARKET PLACE

## B2B & B2C: HOW DO THEY DIFFER?

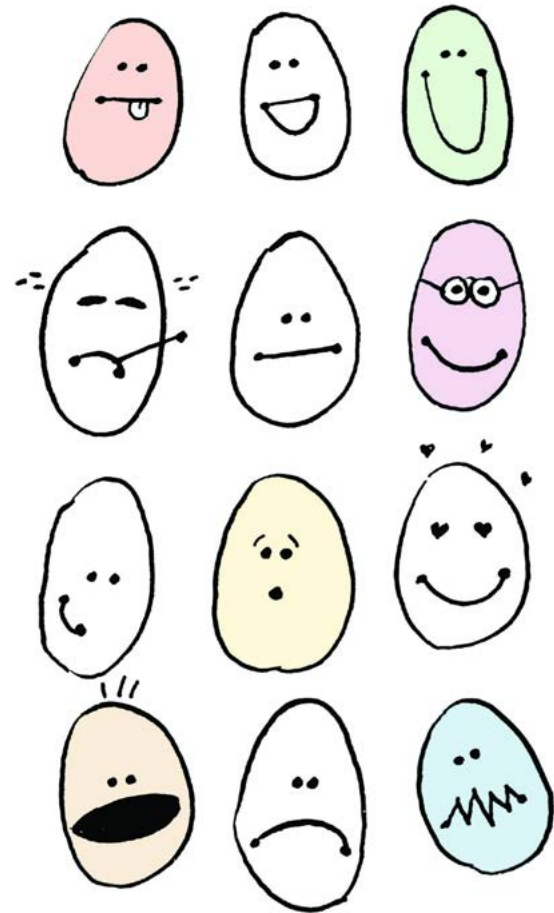
### B2C consumers are all over the shop.

They buy to treat themselves or cheer themselves up. To fulfil compulsions or pass the time. To copy a role model or get rid of spare change. Sometimes they even buy for practical reasons such as price or product values.

### B2B consumers are fearful.

They don't want to spend at all. Spending leaves the person responsible very exposed. So they'll play for time and play safe. They need to be convinced of an absolute benefit.

That's why they like market leaders: safer and - more to the point - easier to justify. Trust is the key. This is fundamental at every stage of your marketing, from coherent branding to proof of credentials. In the B2B market, trust is everything.



## B2B CUSTOMERS: THE RELUCTANT SHOPPERS

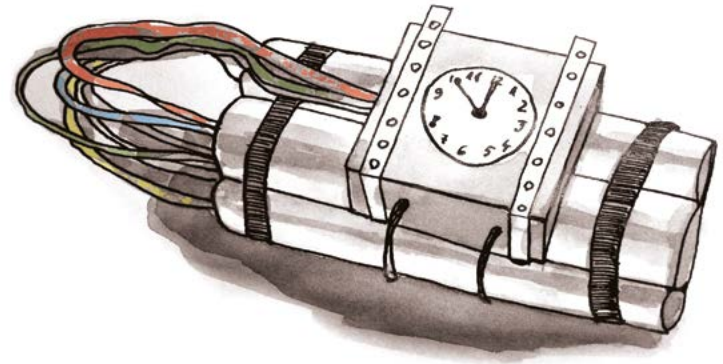
They demand value for money yet *they* define that value, not you. So you cannot just tell them that you are valuable.

Remember, it's the company's money they're spending and it's their neck on the chopping block. Brand, timing, cost, key benefits can all help but...

No decision will always seem the safest decision.

Think of their world as a minefield. Not a safe or easy place to operate in, but with care and planning a clear pathway can be laid.

Though you'll still get the odd bang.

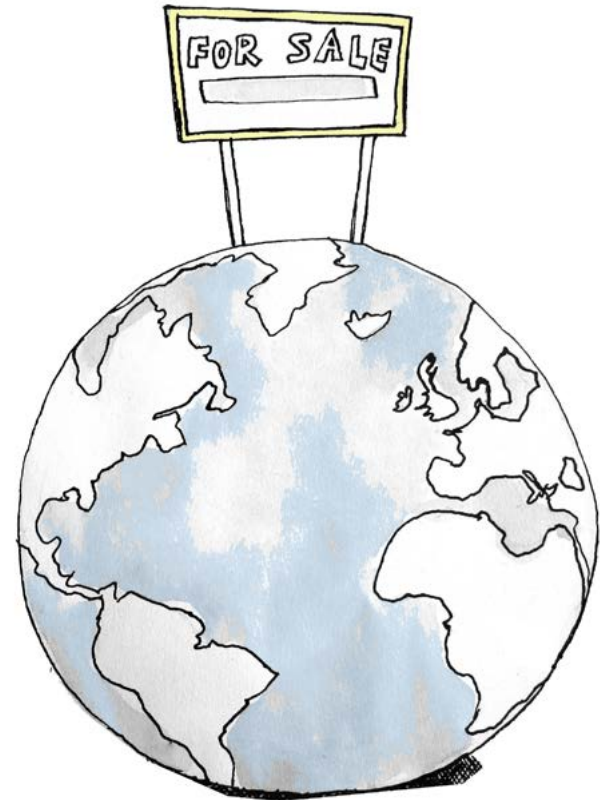




# THE GOOD NEWS: BUSINESS HAS CHANGED FOREVER

- The global market has shifted.
- The internet has enabled any business to market themselves to a vast, new marketplace and become global players.
- Niche business propositions are now possible and achievable.
- The smallest of businesses can grow at the speed of light if they have a great idea.
- Access to cheap labour is making companies even more competitive.
- Large businesses have to redefine their place in the market or risk losing out to smaller, tightly-defined companies.
- Technology is disrupting the market on a daily basis.

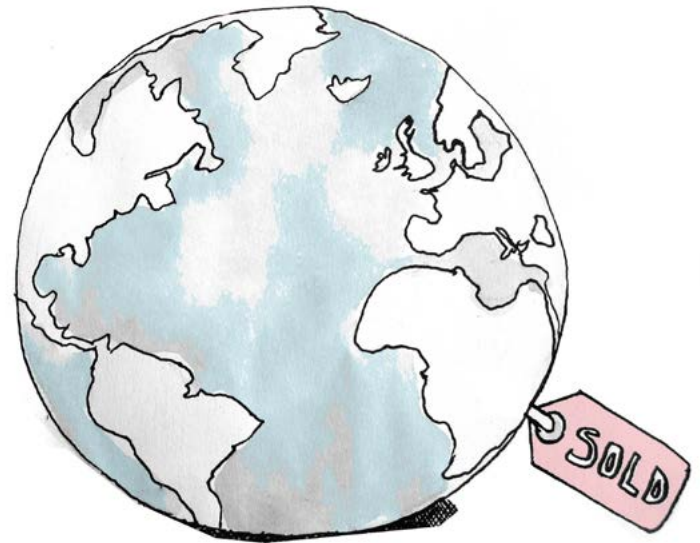
**So there are huge opportunities for everyone.**



# THE BAD NEWS: BUSINESS HAS CHANGED FOREVER

- The global market has shifted.
- The internet has enabled any business to market themselves to a vast, new marketplace and become global players.
- Niche business propositions are now possible and achievable.
- The smallest of businesses can grow at the speed of light if they have a great idea.
- Access to cheap labour is making companies even more competitive.
- Large businesses have to redefine their place in the market or risk losing out to smaller, tightly-defined companies.
- Technology is disrupting the market on a daily basis.

**Which means there is more competition than ever before.**



## 20TH CENTURY = BUSINESS AS USUAL

### Ford

Founded 1903. 2012 - worth \$100 billion.

### Coca Cola

Founded 1892. 2012 - worth \$170 billion.

### BA

Founded 1924. 2012 - worth £5 billion.



# 21ST CENTURY = BUSINESS ON STEROIDS

## Facebook

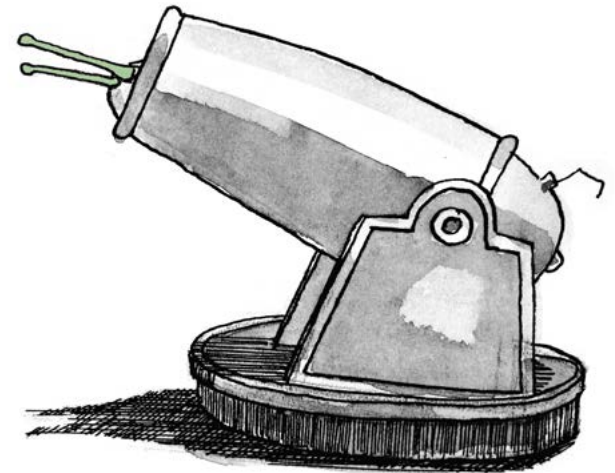
Founded 2004. 2013 - worth \$100 billion.

## Google

Founded 1999. 2013 - worth \$170 billion.

## LinkedIn

Founded 2003. 2013 - worth \$7.5 billion.



# GLOBALLY TARGETED, NICHE BUSINESSES ARE STARTING UP EVERY DAY

Many couldn't survive within their small, local market. Yet they're thriving in the online global market.

Fortunately this power is there for all to use. But remember, you're in the game, like it or not.

How can your offerings be redefined? If there was a global niche for you, what would it be? Are there any other markets you haven't even thought about yet?

# .com

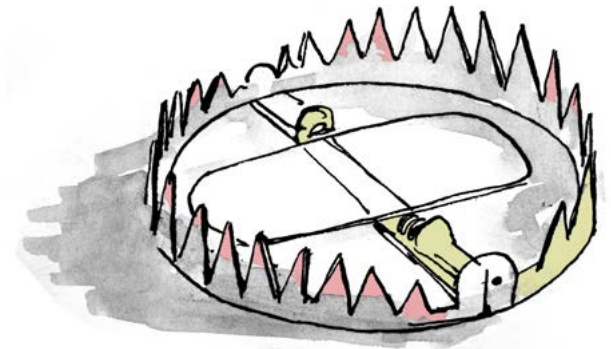
# COMPETITION FROM EMERGING MARKETS IS STARTING TO BITE

For a start there are the labour costs.

A skilled individual in an emerging market can earn as little as a fifth of the equivalent in the UK.

Have you thought how you might protect your business from this? Or how you can compete in a price-driven market?

How can you use it to your benefit? And what are your other advantages?



# NO BUSINESS IS SAFE

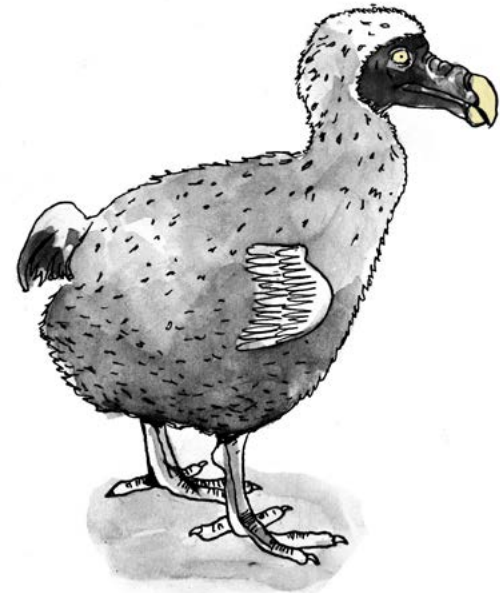
In the old business world there was always ample debt to spend and limited localised competition. Simply being in business meant that you would survive.

No more...

As new technology comes on stream, costs are slashed and the consumer demands more and more for less and less. Companies are using IT to redefine how we work, rest and play. More and more competition is arriving from other shores through online access. And being number one simply isn't enough.

Everything is up for grabs. So working on your business and defining what you sell and who you sell it to matters more than ever. It's adapt or die.

What are you doing about it?

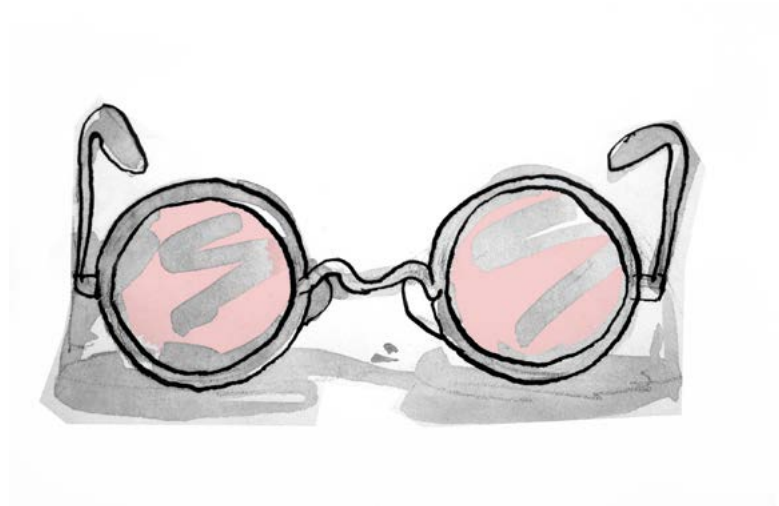


## **CONCLUSION:**

**DOING WHAT YOU'VE ALWAYS  
DONE NO LONGER GETS YOU  
WHAT YOU ALWAYS GOT**

However, opportunities are everywhere.

How are you implementing change within your business?  
Or, are you hoping that everything will just go back to 'normal'?





# A NEW WAY OF THINKING

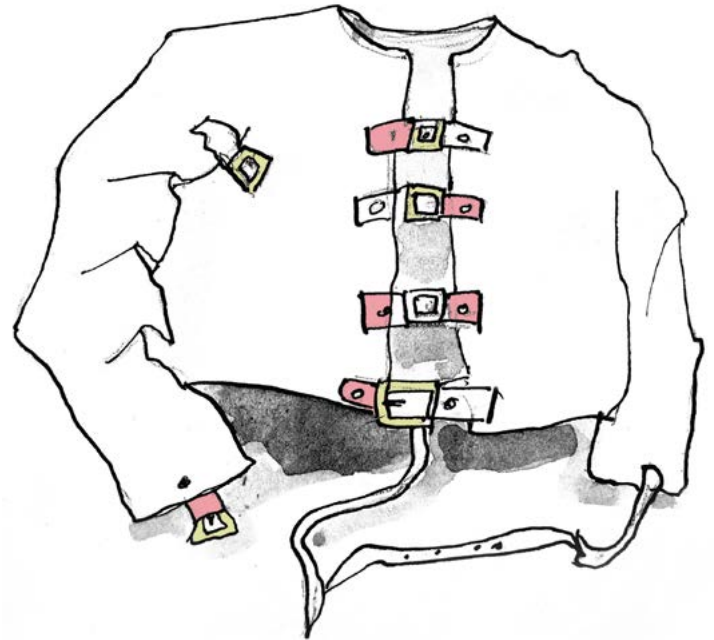
# CUSTOMERS HAVE MORE CAREFULLY MANAGED BUDGETS AND BIGGER EXPECTATIONS. HOW DO YOU COMPETE?

Since the financial world went pop in 2008 things have changed. These days people make more informed decisions and are also more reluctant to spend.

Companies with something valuable to say stand out, attract the right clients and find that business is flourishing.

Companies that are unable to do this must compete on price, as it is the only differentiator, and that's going one way: down.

What do you say?



# I HAVEN'T SEEN ANYONE BURNING £50 NOTES RECENTLY. HAVE YOU?

You hear it all the time:

"There isn't as much money around these days" or

"People just aren't spending."

Actually there's plenty of money around, but whereas before it was debt, now it's your customers' own cash.

So they look for value add, don't we all? If you can't give them value add, they'll spend it elsewhere with someone who can.

Have you realigned your brand message and sales process in the last three years to sell your value?

If you did what would it be?



# BUDGET MARKETING WON'T USUALLY LAND BIG BUDGET CLIENTS

Before you do anything, have a budget in mind and be realistic about the amount of business you're trying to win.

Let's say you want to win a million pounds of new business. Can you realistically expect to achieve it on a £25,000 budget?

Determine what is involved within that budget, the outcomes expected and timelines for the spend.

Expectations should be realistic and planning will reduce costs.



# THE KIND OF CLIENTS YOU WIN WILL DETERMINE THE BUSINESS YOU CREATE

Difficult, penny-pinching clients will impact your business, your staff and your growth. Generous, easy going clients will too.

So think carefully before taking on a new client. How should they behave? What will you not tolerate?

Define in detail the kind of client you want to work with. If possible, disqualify those that don't fit the brief. Business is business, but your business is your business.

When was the last time you turned down a potential new client?

If you know that they don't fit then turn them down. Try it, it feels good.

How about...

*...divorcing a difficult client? When did you last tell a client you no longer wished to work with them? When was the last time you did a time taken versus profit analysis of all of your clients to see which ones are potentially costing you money?*





## WHO ARE YOU SELLING TO?

*"Everybody! Everyone is our target market!"*

Everyone? Gardeners? Estate agents? Priests? Artists? Toddlers? Pensioners? Members of the Royal Family? Topless models?

*"Well er... not 'everyone' everyone."*

Everyone means no one. How can you hope to attract diverse groups of people with a one size fits all message. Well, unless that message is: 'free money when you call this number'.

*"But anyone can use our product."*

Yes, but some want it more than others. Who are they? 10% of that market is better than 0.000000005% of the public at large.

The better you define who you're selling to, the more chance you have of structuring your business to attract them.

# I CAN'T GET PICKY ABOUT MY CLIENTS. THEY'RE HARD ENOUGH TO FIND AS IT IS!

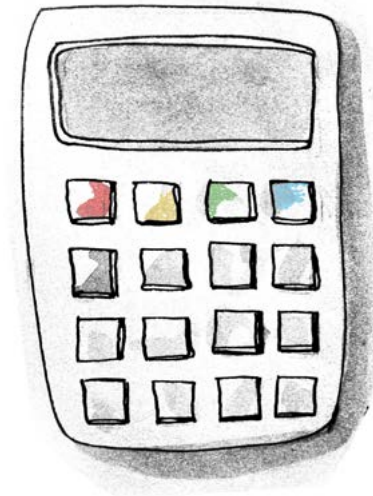
Think - how many potential clients are there in:

**YOUR CITY?**

**YOUR COUNTRY?**

**THE WORLD?**

Feel like getting picky?



# HOW MANY CLIENTS DO YOU NEED IN ORDER TO BE SUCCESSFUL?

Think about it; there are so many potential clients out there and just one of you.

*You* are the scarce resource, not them.

Which is why getting your message and target market correct is so important.

Get your message right and they *will* come like bees to a...

And then *you* can choose who *you* wish to work with.





# HOW YOU APPROACH THEM WILL DICTATE WHETHER THEY LISTEN OR NOT

The target market decides how you interact with them. Not your budget or eagerness to get results.

Find out how they wish to be approached and then approach them that way. The approach is vital for success, sometimes the approach matters more than the message.

Fail to do this and you'd be better off betting your money on the 2:50 at Kempton horse races.

How  
about...

*...imagining you're them? Think how busy you are, what issues you are facing, how many gatekeepers protect you from sales people? You may now have a better idea of what it would take to approach them.*



# SOMETIMES THE MOST PRODUCTIVE THING YOU CAN DO FOR YOUR BUSINESS IS

Take a day off.

That's right; too often owners and managers get caught in the trap of working in the business on all sorts of necessary things.

Yes, success requires a lot of perspiration, but every now and then it's inspiration that's called for. That's when you need to think about your overriding strategy rather than the day-to-day task list.

When was the last time you simply took a day out? Or took your top people somewhere pleasant or inspiring and got them all relaxed?

Have you ever created a think tank and asked the real questions on how things are going and how they could be improved? What could be done to improve the business and how?

Have you ever done it?



# WHERE EXACTLY DO YOU THINK YOU'RE GOING?

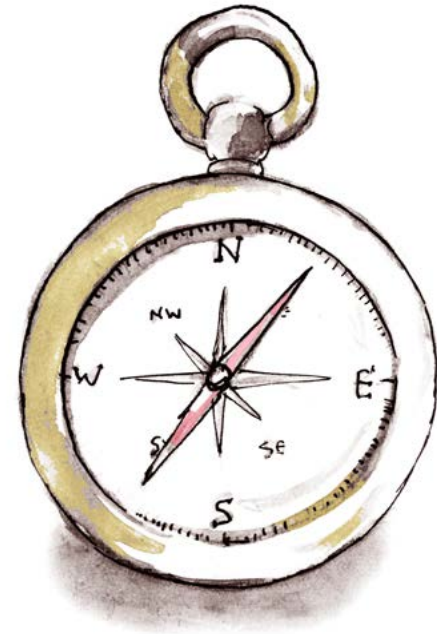
If you don't know, how will you get there? How will you know when you've arrived? When was the last time you created a:

- five year
- one year
- monthly

plan outlining the vision and mission of the business and shared it with your senior team? Do they have a different vision to you? How do you know? Do you know what you're looking to accomplish? Is this something you'd rather your agency figured out? Thought not!

How about...

*...asking yourself: how much do you want to turn over? What products or services will get you there quickest or easiest? How much would you need to sell to hit your target? What internal changes would be required if you won that amount of business? Questions such as these will set you on the right path.*



# KOINNWG WREHE Y'RUOE GNOIG IS CITIRCAL

Did you get that?

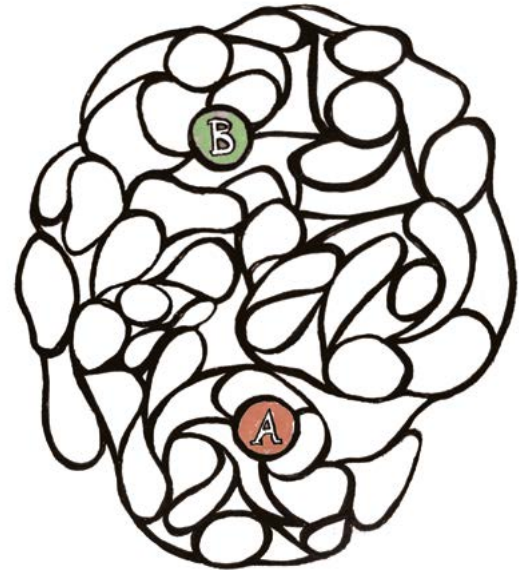
When the first and last letters are in the right place the brain fills in the rest.

It's the same in business.

If you know where you are now, and where you want to be, the brain will do the rest quicker than you ever thought possible.

Now multiply that by every employee and key member of staff.

How much more productive could you be?



# WHERE ARE YOU RIGHT NOW?

You know where you want your business to be. Fine. But where are you starting out from?

An internal performance review will highlight where you're weak and strong. It could also throw up interesting insights.

How much more business could you service working the way you are? What processes could you improve in order to work smarter?



# CONCLUSION: EVERYTHING ABOUT BUSINESS IS BEING RETHOUGHT

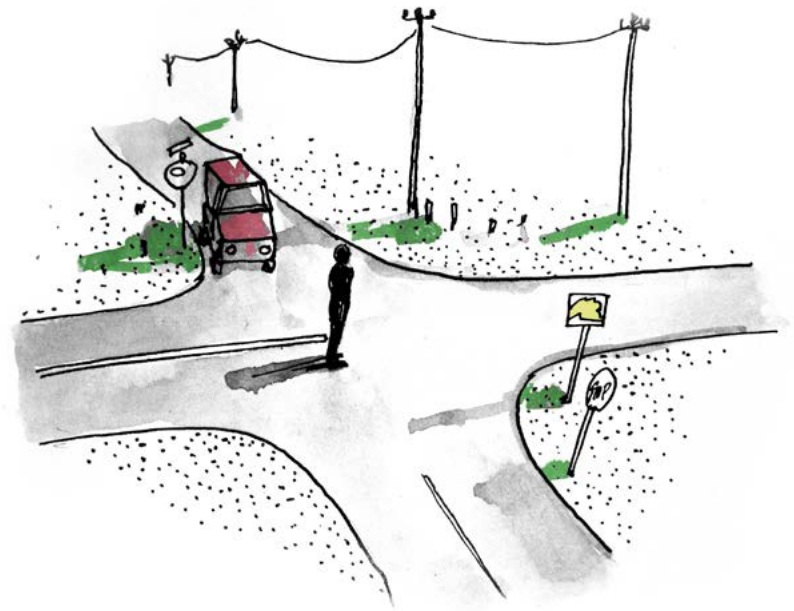
Isn't it time you rethought everything about your business?

The B2B market is tougher than ever. Competition is coming from everywhere, spending is shrinking and clients expect more for their money.

Standing still means going backwards. Going forward requires change. It will take guts. It will require tough decisions. You will need the backing of everyone around you.

The price is great, but the prize is greater. While so many pray for the return of 'business as usual', you could be doing a whole new kind of new business.

How long are you going to wait until you rethink your business?



**DEFINE THE  
NEW YOU!**

# MIND THE GAP!

The dream is what you sell to potential clients. The reality is the experience your clients get from dealing with you and your product.

If these aren't sufficiently aligned there will be confusion for customers, employees and leadership alike.

Don't make wistful claims you cannot live up to. They may provide a short-term boost but long term they'll kill your business.

Is your marketing message verifiable or just a pipe dream?

How about...

*...you look for emotive words that resound with your target market. Not words like professional, on time, on budget etc. The more emotive you can make the words the more impact they'll have on those who read them.*





# WHAT QUALITY ABOVE ALL OTHERS CAN HELP YOU BEAT THE RECESSION?

These days everyone is more careful with their money, and can deploy powerful new tools to assist them.

Whatever you sell, they can find the same or similar for less online. Whatever you say, they can check it against expert opinion online.

Despite these difficulties, John Lewis has ridden out the recession, consistently posting brilliant figures. How is that possible when they charge more than most online stores?

It's about trust. People know that John Lewis consistently delivers and that they offer quality goods and a guaranteed returns process. As the world goes online mad is there a place for relationship marketing?

Can you build loyalty from your clients?

If so, how and on what?

How  
about...

*...you run a survey with your current clients and find out why they bought from you and why you stood out from your competition?*



# SO YOU'RE NO DIFFERENT TO THE COMPETITION. SO WHAT?

You don't have to *be* different. You just have to *seem* different.

7UP used 'uncola' to compete against the two colas.

Avis claimed 'We try harder' to compete with market leader, Hertz.

Rackspace boasted of their 'Fanatical support' to stand out in a crowded market all selling IT support.

When others went zig, these companies went zag.

Just because everyone else (the market) says that something shouldn't be done doesn't mean they're right.

Have you ever sat back and considered the myriad ways you could stand out from the competition and be different?



# WOULD YOU BUY FROM YOU?

"The general who wins a battle makes many calculations in his temple before the battle is fought. The general who loses a battle makes but few calculations beforehand. Thus do many calculations lead to victory and few calculations to defeat: how many more made no calculations at all! It is by attention to this point that I can foresee who is likely to win or lose."

-Sun Tzu, The Art of War

When was the last time you took an in-depth look at your competitors? Maybe you'll uncover additional or indirect competition you hadn't considered or seen before?

How  
about...

*...doing a trust, no trust game? Print off all of your competitors' websites and yours ensuring you have about 10-20 to go through. Put them in no particular order. Tell your key decision makers to pretend that they are the type of client you are after. Hold them up and ask, "trust or no trust"? At the end of the process you will have a pile of companies in the trust area that your clients would have chosen. Hopefully yours is among them. If not, look and learn.*



# IF YOU MUST FIGHT BE SURE TO WIN

Once you've identified all your competitors, find their Achilles heel. Something you do that they don't. Then structure your sales message around it and ensure people understand its importance.

Disarm your opponent by leading your marketing with questions they cannot answer. If you have a more powerful adversary then avoid them until you are ready to fight.

Wouldn't it be nice if every fight you entered you pretty much knew you were going to win?

How much new business could you win if you won 10% more battles? 20%? 30%?



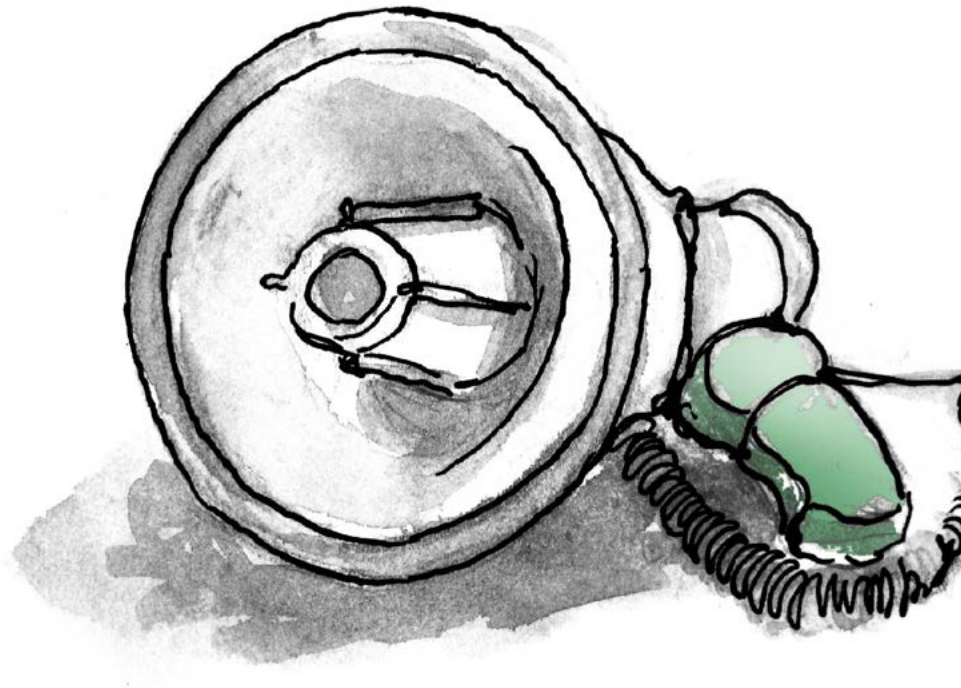
# WE LIVE IN A TIME OF CONTENT GLUT

Information is everywhere, so the only way to ensure people read your material is to ensure:

- It has a headline that grabs their attention.
- It addresses their issues rather than boasting about your qualities.
- It is entertainingly written.
- People can find it.

It doesn't matter whether the reader agrees or disagrees. It's more important that they read the piece and respond to it.

Look at your content. Is it trying to communicate with your target audience or is it just feeding your ego?



# DOES YOUR MARKETING BEGIN WITH A HISTORY LESSON?

When it comes to marketing, remember, there isn't much time! You have literally seconds to make a compelling case. Yet so much marketing begins like this:

"Established in 1985 we are a leading supplier of..."

As a customer, I don't care when you formed. I don't care how nice your staff are either or about the run you did for charity. Perhaps I should, but I don't.

Tell me what you'll do for me. The world of marketing is all about *me*! Frankly, customers don't give two stuffs about you.

So don't create materials that tell me what you do, tell me what you'll do for me. There is a place to tell me about you: when I ask!

Actually there's another place too (PTO).

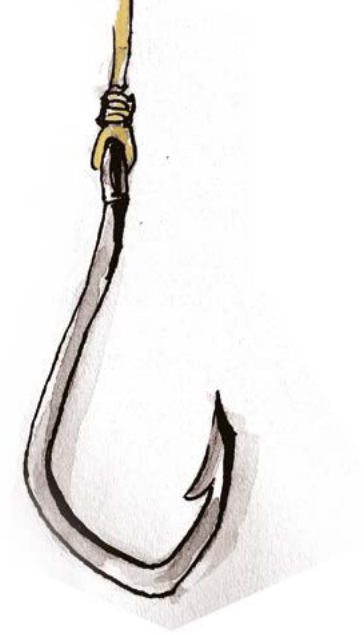


# SALES MESSAGING SHOULD BE STRUCTURED AS FOLLOWS:

**Key messaging** (approximately 5% of your overall content)  
Should focus on creating an instant emotional pull to draw the reader in and entice them to find out more. Don't just say what you sell, highlight the key benefit to their business in a single sentence.

**Secondary information** (approximately 45% of your overall content)  
Used to substantiate their initial interest and should make them want to act. i.e. key features, benefits, client testimonials.

**Back up information** (approximately 55% of your overall content)  
Additional content that may not necessarily get read but will make you appear bigger, more knowledgeable and trustworthy i.e. white papers, articles, social media, blogs, PR etc.



# SPEAK LITTLE, SAY MUCH, GET HEARD

Got something to say? Keep it short and to the point.

Promote your products by all means, and list your benefits somewhere, but keep your main message as simple as possible.

The visitor hasn't time and they really aren't interested in you.

As Mark Twain wrote, "I didn't have time to write a short letter so I wrote a long one instead." Yes, it takes time to write in a concise way, but it's vital if you want people to actually read it.

Does your sales message create a good first impression? Does it make me want to click and see more? Or are you stretching for the razor blades already?

Speak little, say much, get heard.

*blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, doing it for years, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, expert, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, professional, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, writing a book, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, always on budget, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, on time, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, friendly, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, no really, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, very friendly, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, sorry what was it you said again, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah, blah,*



# IF YOUR BRAND WAS A SOUND WHAT WOULD IT BE LIKE?

Tone of voice is as much a part of your brand as the images and colours you choose.

You can recognise when someone means something. It's in their voice, not just the words they say. It's authentic, real and believable.

That's why a well written piece of copy needs the right tone of voice. It gives the reader a feeling of who you are and adds flavour to the text.

Have you always produced your text in-house?

How's that working out for you?



# ARE YOUR STAFF ON YOUR SIDE?

Gallup statistics\* show that on average 54% of a company's staff are disengaged from the business and 17% are actively disengaged.

This means, potentially, over half of your staff could leave at a moment's notice (or the only reason they won't is because they don't think they will find another job). And nearly a fifth of them hate their job.

Are these the kind of people you can rely on to give their best for your company? Can you count on them to support and enhance your brand? Will they help you reach your business goals?

What are the consequences for your sales?



\*<http://businessjournal.gallup.com/content/14500/Engagement-Keeps-Doctor-Away.aspx>

# HOW MUCH IS A SMILE WORTH?

Gallup has proved that 'engaged' businesses have 3.9 times the earnings per share (EPS) growth rate of businesses with lower engagement in the same industry.\*

Think about what 3.9 x more earnings would look like on your bottom line, then decide if this is worth thinking about?

\*<http://www.gallup.com>

How  
about...

*...explaining to your staff the future of the business, their critical role in its success and how they can do more to help. Tell them they can speak and be heard and that their opinion is valuable. Engaged staff are people who feel they have a stake in the business.*



# NEW IDEAS NEED A CHAMPION

The issue typically with away days is that there are loads of good ideas, and everyone gets inspired. Then, when they all get back to their desks it's business as usual.

*Any* ideas that are adopted need someone to take ownership to ensure that they are delivered. They can then badger the others to commit so that the 'great idea' becomes a 'great reality'.

It's the difference between a trainer who arrives, tells everyone something great and leaves...

...and a coach who continues to work with, cajole and sometimes kick people when required.

One works the other is simply air time.

Who champions your team?



# LEARN FROM THE BEST

Four names. Once small start-ups, now big and influential. All built on strong brands with values and vision.

**Apple:** live and breathe your brand from concept to cash register.

**John Lewis:** give shares to your staff. They'll hesitate to annoy customers when it comes out of their own pocket.

**McDonalds:** standardise your processes to deliver the identical product in every branch with a smile. When it's good and reliable people will come.

**Innocent:** follow your convictions. Fresh fruit and veg drinks with limited shelf life at a premium price sounded crazy. But there's a big market for guilt-free treats.

These companies have created brands built on strong messages to market, whereas most have simply built awareness. Big difference.

How  
about...

...asking yourself, "what do we stand for?" **Not** what products and services do you sell. Think about what else your business does or could stand for.



# WATCH AND LEARN

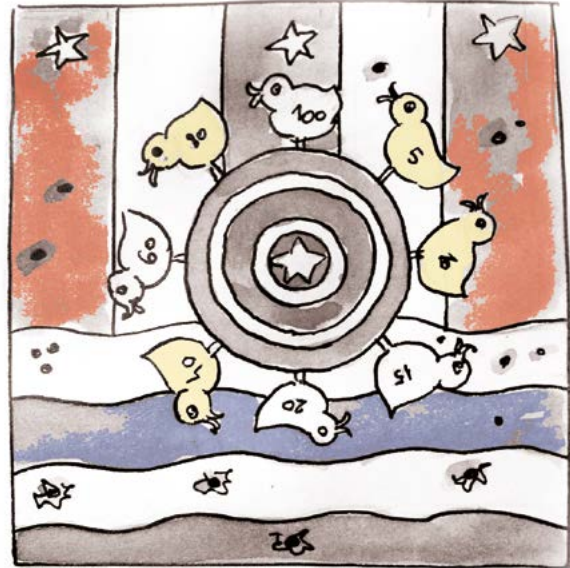
Think only online campaigns can be monitored? Think again. Online is just quicker and easier, that's all.

For every new business drive a strategy should be developed, budgets agreed and, following an agreed time period, the return evaluated.

Even if your campaign hits the jackpot, test it again, change it around a little, see if it can be improved.

Remember, other companies will watch. Success will be copied. So your next phase must be ready if you're to stay ahead.

Monitoring your marketing campaigns in terms of time, effort and return is not optional - online or off!



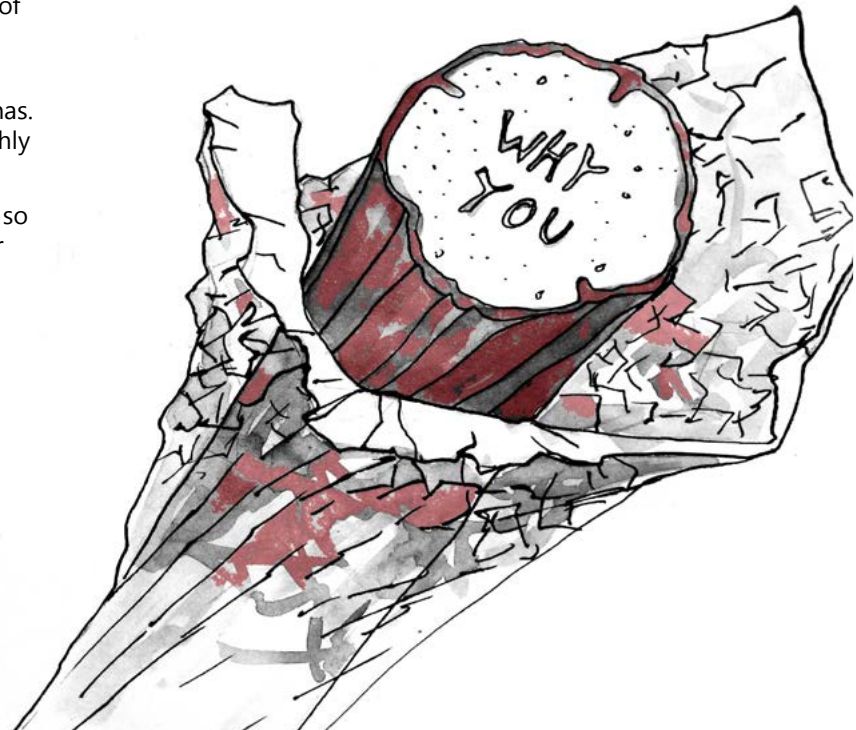
## CONCLUSION:

# WHAT YOU SAY IS WHO YOU BECOME

The more you define why a client should use you more than any other the more chance you have of attracting that type of client.

There must be a point of difference. It must be emotionally engaging. And it must answer an issue or desire the target has. This will allow you to stand out and create for yourself a highly targeted piece of the market.

This 'concept' should run through all communication points so that everyone gets 'why you?' - however and whenever your paths cross.



**SELL**



# NO PAIN, NO SALES GAINED

Most companies sell features and benefits. "We do this, we do that."

However, the key to winning new clients is to identify their pain and show them you can cure it. The more they identify with the pain the more chance you have to make a sale.

Equally, the better you understand their pain the more likely you can refine your service to help them and create a message that attracts them.

What pains does your business solve?

What pains can your business solve?



# ARE YOUR CLIENTS DETERMINING WHAT YOU CHARGE?

We really want to work with you... but we can get it cheaper from a competitor. Can you do it for the same price?

## Translation:

- They are trying it on.
- They haven't the money to work with you and will try and cut you down again or be slow payers.
- You haven't told them 'why you?' strongly enough.

What do you typically do in these situations?

Are they the type of client you wish to work with?

What *should* you do in these situations?



# 95% OF MEETINGS GO NOWHERE

The reason? Your potentially valuable prospect is simply gathering advice and information. They will then either choose the cheapest option or do the work in house.

Meetings eat up 3-4 hours, including travel. So if 95% of them go nowhere it takes 20 meetings (60-80 hours) to meet a client who is actually serious. If your win rate is 1 in 3, that's 180-240 hours to win a client - 26-34 work days. Wow! I hope they're worth it and that's *if* your win rate is 1 in 3.

Do you have a pre-qualifying process in place to ensure a prospect is serious before you have a meeting? Do you know if they can afford you? Are you happy with their decision making process?

How many meetings do you have before you start to make money? What can you do to improve your process?

How about...

*...including a 15 minute phone call in your sales process before you meet? Use it to explain your typical working process, costs associated and what you expect from them. Then, if they don't wish to proceed, you can assume it would have been the same answer if you had met face to face. The difference is you've wasted 15 minutes instead of half the day to get the same answer.*



# THE BUYER/SELLER DANCE

I've got money, you want it. So I'm going to make you work really hard for it by asking for more and more. Recognise this?

Avoid at all costs.

A good sales structure requires two grown-ups. It should proceed as follows: We help you. You pay the going rate. We deliver. Everyone is happy.

Perhaps business should always be like this, but it isn't. So grow a backbone and put a process in place.



# YOU ALWAYS SELL TO THREE PEOPLE WHEN YOU ARE IN A MEETING

In transactional analysis Eric Berne\* describes us as all having three people within us. The parent whose function is to nurture and control. The adult who processes all of the information. And the child who's there to express and carry the feelings.

So, with this in mind, you must sell to the child (get them all excited), get the parent to say yes (they also need to be happy) and then allow the adult to weigh up the pros and cons.

In sales literature this breaks down as child (key message), parent (proof and supportive information) and adult (value add).



\*[www.ericberne.com](http://www.ericberne.com) author of *Games People Play*

# YES, BUT IF THEY SIGN UP IT'LL BE MASSIVE!

Have you a full pipeline? Sales team got loads of 'potential' business? If it all comes through you'll have a brilliant year? How long or how many times have you heard that?

Has it been a brilliant year? Was last year? Fancy doing something about it?

One thing we suggest is sending a 'stalker' email to any potential client who has been 'potential' for more than three months.

It should simply state that you don't like to stalk or be stalked, so are you moving forward together or is it time to shut the book?

Yes it takes balls, but you know what? You might actually get a real representation of your pipeline.



# WHO DO YOU REALLY NEED TO TALK TO?

In every business there are decision makers and people who sign the cheques, but they aren't always one and the same.

So when approaching a new prospect find out who makes the decision.

Who will you need to convince so that you move from discussion to signed contract as fast as possible? Are you doing enough to ensure the person signing the cheques is at the meeting?

Speaking to the right person right away could speed up your sales cycles, freeing you up for more business and bigger profits.

How about...

*...insisting that access to the key decision maker is part of your sales process and refusing to meet until they are present. A tough call but it may save you hours of wasted prospecting.*

C COO, CBO CBDO, CCO, CDO  
CTO, CEM, CFO, CHRO, CIO,  
CISO, CIPO, CKO, CLO, CNO,  
CMO, CPO, CRO, CSO, CSCO,  
CTO, FCO, FC, MD, PRESIDENT  
SECRETARY, TREASURER, AS  
CIATE, FOREMAN, MANAGE  
OWNER, PARTNER, GM, SUP  
VISOR, VICE PRESIDENT, VIC  
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RECTORATE PRESIDENT

# MAKE THEM PAY RIGHT AWAY

How often are you asked to do work for nothing with the possibility of future work? And how often has this led to nothing but more promises or, even worse, phone calls that constantly get a 'he's just in a meeting' response? Which, let's face it, is just another way of saying no.

The reason is simple. If you start with free advice, you are signalling that you *will* work for nothing. Obviously it can then be very hard to move towards a price-based relationship afterwards.

Get the client used to paying from the start, even if it's a small amount. You'll find out quickly whether they're serious about doing business with you, or just time wasters and information gatherers.

Are you still waiting for a new 'client' to start paying?

How  
about...

*...creating a small service to sell at the beginning of a relationship? This will allow you to qualify or disqualify the client very quickly. If they balk at spending a small sum of money at this point they will probably never want to pay for more expensive services further down the line.*

*For instance, our agency offers a cost effective, brand discovery workshop before we will start working with a new client. In the rare event that they do not wish to take it any further, we will have been paid for our time and they will have a much better understanding of what they really want or need to do with their business. Both parties win.*





# FACE THE F-A-C-T

In B2B marketing FACT can be the downfall of the best marketing in the world.

## F = FEAR

Most B2B purchasing decisions are based on fear. Fear of buying incorrectly. Fear of getting the sack. Fear of a poor ROI. Failure to allay these fears can lose business.



## **A = APATHY**

Amazingly (to you) some people can't be bothered to fix the problem you specialise in solving. They think it's too costly or too much of a faff. It's always possible that they're delusional, but you must take their hesitancy seriously, perhaps by dramatising their current or potential pain.



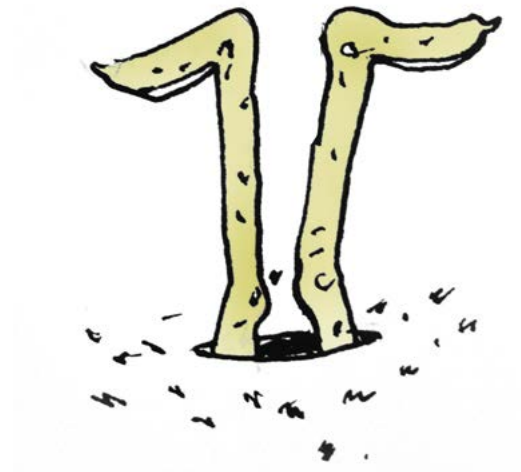
## C = COMPLEXITY

Don't make the sale too difficult. Saying 'yes' needs to feel like the easiest, most natural thing in the world. Perhaps go for a short sale that could potentially open up a bigger sale over the longer term. If yours is a complex proposal, pare it right down... and then down some more. Try it on an outsider. Do they get it?



## T = TIMING

Yes, it's a tough one, but if the timing isn't right leave well alone and come back later. Either that or you simply haven't walked your prospect through enough pain to earn ASAP status.



# ME COMMERCE

If you intend to create multiple points of contact with clients (and you should) think about what you're sending them.

Unsolicited communication or information that isn't relevant can (to use the technical term) p\*\*s people off.

It may also cause them to miss the relevant and useful pieces that would otherwise interest them.

Communication for communication's sake is ineffective, annoying and, ironically, expensive. What could you remove? How much less could you do to win more business?



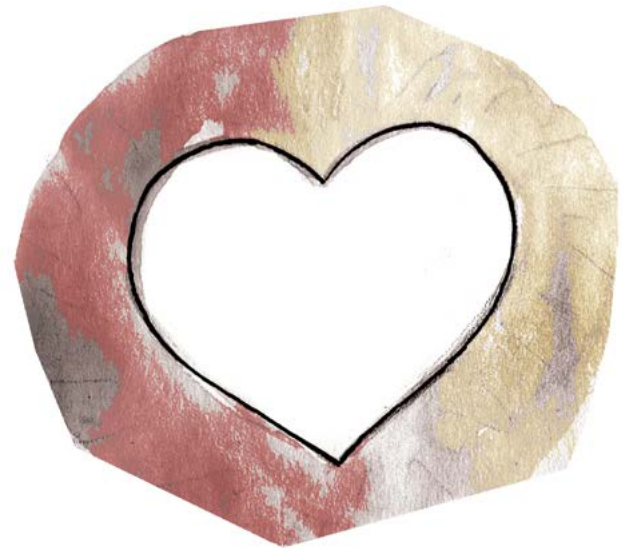
## REMEMBER:

# A HAPPY CLIENT WHO LOVES YOU IS WORTH MUCH MORE THAN MONEY

A bad client won't pay on time, will never be satisfied, will annoy your staff, will not provide written testimonials or introduce you to their network. They'll ask for the moon, pay as little for it as possible and take wa-a-a-ay more time to manage than other clients - hurting your profit margins.

A good client will write nice things, talk about you to others in glowing terms, introduce you to their network and buy more stuff from you. They will typically pay on time and covet the relationship. They will create good feelings with your employees who will love working with them.

Why would you want to win any other type?



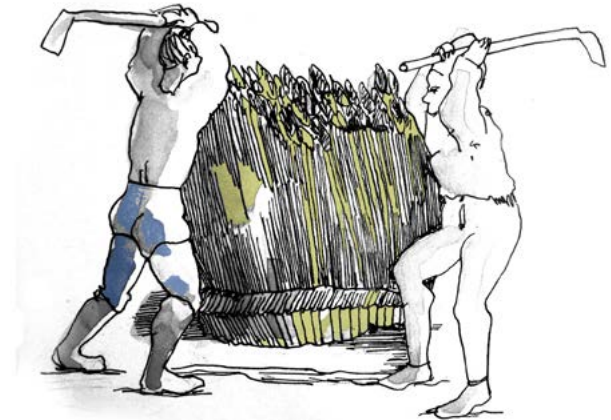
## CONCLUSION: QUALIFY, QUALIFY, AND QUALIFY

If you haven't a sales qualification process in your company you are almost certainly spending hours/days/weeks per year wasting valuable time.

Many of your 'leads' will either be the kind that want your service but can't afford it. Or the kind that can afford it but have no intention of buying it from you.

Every business needs to separate what is real from what is simply a pointless chase.

If you haven't a process in place, look at your pipeline and see how many 'potential' clients have been there for over three months. Then decide whether you need one or not.



# MARKETING WITH NO MONEY



# WHEN WAS THE LAST TIME YOU REALLY SPOKE TO YOUR CLIENTS?

Badly serviced clients won't stick around.

Well serviced clients can provide valuable insight and potential leads into new clients.

So, run a survey, take clients out for lunch, and create a list of questions to ask them. How happy are they? Why did they choose you and would they recommend you to other businesses?

You may be surprised by what you hear.



# THEY KNOW YOU. THEY LOVE WHAT YOU DO. SO WHY NOT ASK THEM FOR MORE BUSINESS?

Existing clients can be the easiest of wins. So, what other services could you offer them?

By the way, we're not advocating that you push unwanted products on to them or their contacts. That could jeopardise your existing business.

But there's no harm in keeping in touch with them and finding out how they're doing. And if you've got the right product at the right time, bingo!

Look at how your products are used by typical clients and where upsells have worked in the past. Perhaps you could offer a free trial to existing clients? After all, there is no easier sell than to an already happy client.

What is your upsell strategy for existing clients?



# NETWORKS

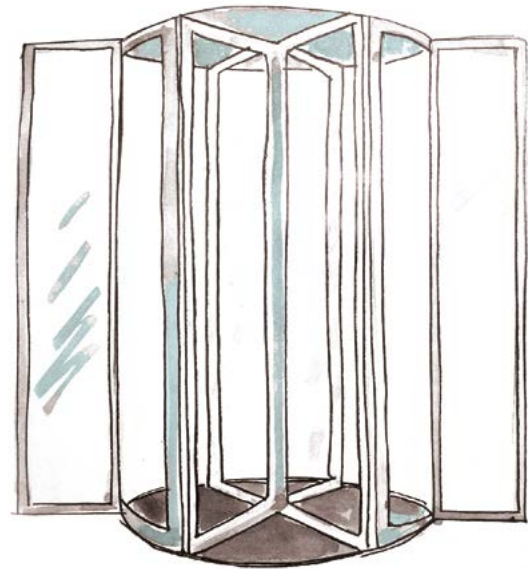
We all have networks: clients, suppliers, partners, business acquaintances, friends and relatives. But how many companies have a strategy to develop them into business generators?

Do your networks have connections to people you wish to know? And if so, do they know how to introduce you or what to listen out for?

Are you developing your networks in order to create relationships with the right kind of people? Do you spend your time with the most productive networkers in your networks... or just the ones you like hanging out with?

Networking can be very productive... or it can be a huge waste of time depending on how you do it.

How is it working out for you?



# BECOME A 'GO TO' PERSON

Everyone loves a giver. As we all know, the more you give the more you get. So why not give to your close network and look out for opportunities for them?

The more you give, the more they come back to you, the better the relationship. Your connections will start looking for business for you. Or they'll give you opportunities to meet their clients (see next chapter).

Giving is catching. It can even become an e p i d e m i c

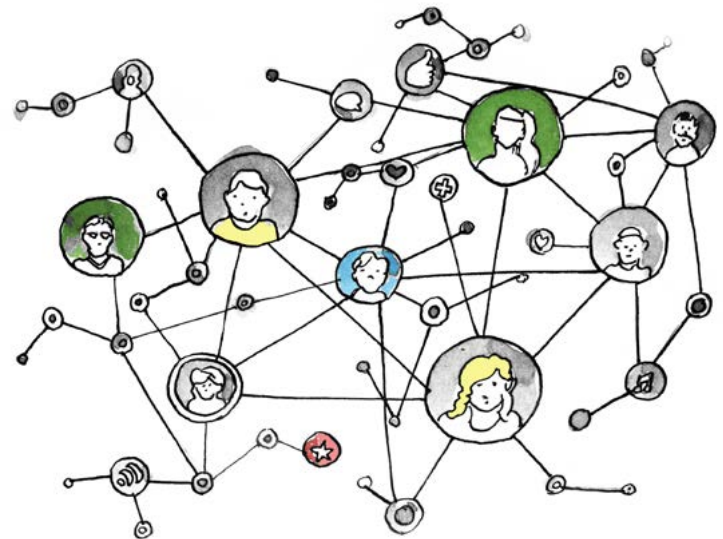


# THE GREAT THING ABOUT BUSINESS IS YOU CAN HAVE MORE THAN ONE PARTNER

It is always worth looking out for other businesses that offer products or services that complement your own. You could probably find work for each other quite easily or work together to win larger contracts.

But choose well. Time needs to be put into these relationships and time is money, so don't enter them lightly. They must be nurtured over the longer term through loyalty, goodwill and a win-win approach.

Inevitably, over time, one of you will benefit more than the other. This should be considered from the start, and a strategy agreed so neither party feels the other is taking a liberty.



## CAN I QUOTE YOU ON THAT?

Testimonials, video testimonials, case studies, LinkedIn recommendations. Will your clients speak on your behalf?

Have you a process in place to ensure you get something from every new client? When to ask, how to ask, what you would like to be written?

“They are really nice.” is not a good quote. A quote should support your key messages and brand values. If a client is kind enough to write you a testimonial but it doesn’t add anything ask if you can rewrite it and add statements that say something. You’d be amazed how many are happy to sign off strong words.

Just don’t go mad.



# BECOME A THOUGHT LEADER

Have you really got something to say that no-one else is saying? If not can you start to create it? Is there somewhere you can say it that no one else has thought of?

Books, blogs, social media, white papers, seminars and articles are all ways of standing out and telling your audience what you know and how you are different.

If you really want to push the boundaries you may wish to set up a separate blog area specifically defined to challenge the status quo in your market without too much risk to the brand.

What can you say and where can you say it that others don't?



## **CONCLUSION:** **EVERYTHING HAS A COST**

Time well used is your most valuable asset. Used poorly, it will turn you into a busy fool.

Marketing and branding needn't be expensive but if you aren't spending money then you will need to invest time. So it's vital to focus on activities that move you closer to your business goals.

Everything else is just stuff and can be delegated or forgotten about.

Strong, repeatable, foundation-building business structures are invaluable. When you're not actually engaged in doing work or winning business, put some time into them.





# THE FINAL WORDS

Everything is doable, every problem can be solved. The key is thinking, creating a plan, sticking to it, monitoring it, finessing it.

If it doesn't work, do something else. If it does, do more of it.

Break big things into smaller parts. Surround yourself with positive thinkers. Encourage engagement and interaction. Make people accountable. Stand back from an issue so you can see it clearly without emotion.

Realise that everything has its day and if something isn't working, then something is wrong. So change it.

A good idea is just that. A good idea backed up by a structured plan is better. A good idea with a structured plan and focused implementation is called success.

So what are you going to be?

Excited? You should be.



# ABOUT THE AUTHOR

Cliff Findlay is the founder and Creative Director of Latitude Solutions, a London based B2B marketing and design agency. Prior to setting up his own company he spent 12 years working for some of London's most prestigious advertising agencies and working on large accounts including HP, Hasbro, Proctor & Gamble and Ryanair.

In 1999 he set up Latitude on the belief that the B2B marketing arena was being poorly serviced by large agencies because it wasn't as 'sexy' as B2C marketing. The company is founded on the assumption that *good* marketing is about achieving results, not creative awards.

Over the years Cliff has launched overseas companies across the UK & Europe, helped smaller businesses to successfully approach large multinationals and has generated millions of pounds worth of sales for his clients.

This book is his way of showing you what he believes is the correct way of running a marketing campaign for a business. It isn't the *quick* way, it's the *right* way. As he says, "Nothing of true value is easily achieved".

He is currently setting up two JV-based online businesses, a not for profit organisation and is launching an app. He studies Hao Tai Chi & reads non-fiction.



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