

Introduction:

The loan officer who didn't believe

Flashback: May 1996

“I’m sorry, but we can’t lend your business \$7,000,” the thirty-something loan officer said as he shook his head sadly. He continued on: “Eighty per cent of businesses fail in the first five years, and your business is too risky for our bank to take a chance on. How do you know your business will even make it?”

My wife Valerie and I were disappointed and felt insulted, but how could we respond?

Because the loan officer had a point. We had no collateral. Our only asset was a “beater” Honda hatchback with almost 200,000 miles on it and that wasn’t even paid for. We also still had debts from my previous five failed business attempts and my actual income on my 1994 tax return was zero. Hardly an encouraging fact sheet to present to him.

Although our current business was doing almost \$4,000 per month in sales, that was not overly impressive to him, and we were only taking out about \$1900 per month for ourselves. We didn’t really look like a winning horse to bet on.

But still. His words hurt.

As we drove home to our apartment, our disappointment was soon replaced by anger and determination. Why get down about this? We both decided right then and there that our business *was* going to make it and we *were* going to be successful. We’d show him!

Update: May 2005

Our business has grown to a stable \$250,000 per month. Our net worth is approaching the two million dollar mark. We are living in a \$500,000 house and driving two \$50,000 cars. The beater Honda and that conversation with the loan officer seem very far away in time. But emotionally, that moment is still very close.

How did all this happen? What exactly did we do?

Read on, because that's what this book is about. If you want to be in the 20% of small business owners that live the dream and experience success, this book will tell you how. If we can do it, so can you. How do I know this? Because I've taught hundreds of others how to do *exactly* what we did. There's nothing special about us, but there *is* something special about what happens when you learn these truths.

We will not only tell you how we did it but we will combine our ideas with strategies from the nation's leading expert on the psychology of personal success, Steve Chandler. His innovative book *100 Ways to Motivate Yourself* has been a bestseller throughout the world for ten years in a row and is now in 11 languages.

But there's no point in just reading about someone else's success if you can't convert it into action for your own business. This book will show you how to do that, and how to follow through. And then it will show you how to keep on succeeding into the future.

Sam Beckford

PS. If you're the loan officer from that 1996 meeting, and you get this book, thanks, but we don't need to borrow the \$7,000 anymore.

Lie #1:

I just need to know *how* to do this

We are about to tell you precisely you how to succeed in business. But there is something that must be handled before that. Something so important that to skip it would be a crime.

Most people do skip it. Most people jump right in, trying to figure out “how to” succeed in their business, as if that was all they really needed to know. But it’s not true. There’s something else that they need, even more important than the “how to”and that’s the “want to.”

Don’t proceed in your business without a *want* to succeed. Don’t even go to work if you don’t have it. You’re better off closing the place down for a day and taking a long, long walk. To talk to yourself. “Why do I want this to succeed?”

Then answer that question by listing lots of benefits that will accrue to you and your family by your succeeding at this business.....not just getting by, but succeeding. Talk to yourself about this. Have this conversation with yourself and later write down the answers where you can look at them each day.

This is a conversation a lovely young woman by the name of Francine never had with herself. Of course, we don’t know that for sure, but the signs were all there that she never got clear about the depth of her intention.

Francine opened a franchise coffee shop five minutes away from one of the locations of Sam’s business. He was in her shop getting coffee one day after she opened and he struck up a conversation with her.

“I run the business down the street,” said Sam. “How are things going here?”

“Things are going well,” said Francine, and for someone who was starting a new business, she looked pretty successful already. She was well-dressed, not in the regular franchise uniform, and the \$40,000 car in the parking lot was hers. Sam had seen her getting out of it before.

On a later visit, Sam learned that she co-owned the business with her father, who had put up all the investment to get things going. (So the car and the clothes started making more sense.) Sam himself had just finished a record year in his small business down the street, and was in the process of expanding. In the following months, he stopped in the coffee shop often but Francine wasn't around as much, and when she was there she was always in the back doing computer work. She was no longer out front talking with customers. Sam caught her eye one day as she peeked out from the back room and he asked again how business was.

“Things are slow,” said Francine. “But I think it’s the economy. The economy is slow, so what can you do?”

Sam didn't know how to answer her because he'd just finished a record year! He was in the same neighborhood, working inside the same economy. But was it slow? The area they were in had new construction happening all around! And there were local area statistics just out that revealed the large number of new residents moving into the area. Sam was in the middle of preparing his increased advertising to match the influx. What economy was Francine talking about?

A few months later Sam noticed that Francine's shop had reduced the serving staff to cut back on payroll expenses. When he went in for coffee, it took a little longer to get served. Sam saw her getting out of her expensive car one day as he was leaving the shop.

“Things going well?” Sam asked.

“No, it's worse than ever,” said Francine. “There just isn't a customer base to draw from. I've tried. In an economy like this, you don't have a lot to work with. People don't have a lot of extra money to go out and spend.”

Not long after that, Sam parked his car down the street, came by the store and noticed that the door was padlocked. Francine's store was no longer in business.

And here's an ironic footnote: the store location wasn't shut down for long before there was another coffee shop franchise operating successfully out of her same location. Soon two other good coffee shops opened, each one about five minutes away!

It was clear that Francine never got grounded in her intention to succeed. Searching wildly for her “how to,” she had never strengthened her “want to.” Her intention had only gone this far: “I’ll open this place and see what happens.” That’s an intention, of sorts, but it is not enough. You have to *want to* succeed. If you *want to* badly enough, you’ll always find the *how to*. And once you’ve got your “want to” tuned up and ready to operate, outside forces (like the “economy”) won’t be an issue.

Whenever a small business owner has a weak “want to” on the inside, all power goes to the outside. That’s why the missing “want to” is never identified as the problem. Having a weak “want to” inside will create an exaggerated fear of the forces outside of you: competition, the economy, location, employee problems, lack of cash investment, all those outside forces that appear strong only when the inside is weak.

We humans often make this common mistake: we jump to the “how to” way too soon! We buy books on how to lose weight, without really wanting to lose weight. When we do this we are ignoring something even more important than the “how to,” and that’s having a strong enough “want to.”

Most people, once they get their business up and running---whether it’s cleaning gutters, washing windows, or selling rebuilt cars, it doesn’t matter-- - just come to work and stay busy inside that business all day and then go home. If they notice that things aren’t getting any traction, they start to look around outside of themselves for answers. Maybe they bounce around from one ad rep to the next, or from one relative to the next, asking “How do I make this thing work?”

But they don’t realize that a “system” is not what’s missing. “How to” make it work is not what’s missing. What’s primarily missing is a strong intention to succeed. And what that lack of intention gets filled with inside a human being is an intention to just “keep my job” and get through the day.

People can turn this whole purpose deficit around if they just check their intentions as they go to work: *What’s my intention today?* To just keep this job? Keep this small business I’ve created for myself and my family and get through the day without too much damage done? *Or is my intention*

to succeed? And if my intention is to succeed, grow the business, and indeed, maybe even become a millionaire, then I will think completely differently at every step of the way.

If your small business career is not yet what you want it to be, it may be that “Intention Deficit Disorder” (no real clarity about what result you intend to produce), is the biggest problem you have, and the first problem that needs to be solved.

Let’s look at this another way. If your teenage son’s room is chronically messy it would probably never occur to you to send him to a seminar on “How To Clean A Room.” Would you send him to one of those seminars? Not likely. Because you would already know that the “how to” is not missing here. The “want to” is missing. You know that. He doesn’t want to clean his room.

The only way you will get him to clean his room is to create an incentive.....through pain or gain.....that makes him want to clean his room. And you need to do the same for yourself. Your business requires a strong intention to succeed.

Don’t just figure out *how to* do it

We have sometimes given small business owners a multitude of fresh ideas on how to add value to their services and raise prices accordingly. We know that by using these ideas, they will turn their cash flow around and begin to prosper. We know this. But when we check back with them later, we often find they’ve tried almost none of the ideas. We then realize that we went to the “how to” too soon.

A young man named Reggie recently approached us during a seminar and said that our ideas sounded fine but that the economy in his town was so bad that his business was not going to make it. After working with him for a while, we thought we had succeeded in giving Reggie a number of ways to

actually leverage the slow economy to his advantage with his customers, and have his business come out smelling like a rose.

But we still couldn't get the sadness out of his voice or victim look out of his eyes. It was almost as if Reggie had already chosen his fate, and chosen his emotional response to having his own business.

We all of a sudden realized that Reggie didn't *want to* succeed. Not yet, anyway. So we would have to address that deficit first.

We believe that one of the reasons our website programs and teleseminars are now working at such a dramatic level is because we address the "how to" *and* the "want to" with equal attention and commitment. Sam Beckford's well-chronicled success as a small business millionaire and his follow-up success at teaching all his secrets on "how to" do exactly what he did, are synergistically woven together with Steve Chandler's coaching on personal motivation (the "want to") so that both halves of a successful small business owner can emerge.

A person must have both the "how to" and the "want to" to succeed. Both can be taught, and both can be learned.

The "want to" is often the most important component of your success, especially if it's missing! To succeed at anything, you have to want it. But most people overlook this simple fact. And when they are confronted about the fact that their actions suggest that they don't really want to succeed, they get very depressed. They believe there is something wrong with them. But there is nothing wrong with them. All they need is for their level of desire to get a tune-up. Anyone can do it. We keep proving that.

Your level of want-to is totally within your control. It doesn't exist by itself. You are in charge of its intensity. You can turn the flame up or down any time you want.

But most people don't realize that one's desire to succeed isn't a permanent thing; they think it's some character flaw or personality trait in them when they aren't driven to succeed. But it's not. Desire and intention are living, growing, ever-changing energy sources inside you. You can learn to continuously grow them to any degree you want. You can learn to motivate yourself to whatever degree of energy and enthusiasm you choose.

Outside events have nothing to do with it. Personal history has nothing to do with it. It lives at the level of choice. You have the power to choose it.

How to get what you really, really want

If there is a level of business success that you want but do not have, then the first place to look for it is in your deepest self. Why do you want this business to succeed? What good things would it do? Do you think you deserve it yet? Why in the world don't you? (And if your answers are opening up more and more clarity for your objective, then you are getting somewhere. If they are not, then you need to step back in space and time and start out in a more primal way. How do other people motivate themselves? How can I learn to do that? See our website to get more information about this question.)

Some people leave their job in a big company because they think they have enough “want to” to start a small business. They leave the security of a regular paycheck for the adventure of the entrepreneurial world. But after the first few difficulties their “want to” begins to weaken and outside forces seem to acquire more and more power over them.

Brandon was just such an individual. He was a successful sales manager in pharmaceuticals in Michigan when he decided to strike out on his own. He had an excellent business plan for a small technical supply shop, so he moved his wife and family to Florida to start afresh.

Difficulties hit him early. Brandon's business partner turned out to be very undermotivated and unimaginative. The early money invested in the project began to run out faster than anticipated. Sales were slow, and Brandon began to long for his former sense of confidence. Things at home weren't all that great now either, especially now that he was bringing his fears home. And soon it was just a matter of time before the whole thing came down around him like a house made of baseball cards.

Today Brandon (after closing down his failed business) has found a secure middle management position with a large company in Florida, and his life is getting back to normal. When we talk to him now, we can hear that he still doesn't fully understand what happened to his small business. He still

talks about what he thinks happened outside of him, but he is still clueless about what happened inside.

“If I ever do that kind of thing again,” says Brandon, “I’ll start with more money up front. I never gave myself a chance to get rolling. We only had a year, and everyone knows it takes four years before you see a profit in a business.”

Brandon is quick to identify the many outside forces that got in his way.

“My partner and employees weren’t what I had hoped,” he says today. “I think that was what also doomed the enterprise. I needed someone with a lot more confidence and energy to work with. And finally, we entered the market at just the wrong time. Most of our potential clients had already signed their supply contracts for the year so we just had to bide our time.”

During this period of time we had given Brandon numerous ideas about how to jump-start his business but he was too uninspired to give them a real fair try. He had already lost his “want to,” so, of course, all of our “how to” ideas fell on deaf ears.

“I made a mistake as a coach,” Steve Chandler admits today. “I didn’t get Brandon as clear as I could have up front about his intention. I assumed too much about his level of desire to succeed and proceeded too quickly to the specifics. That’s a mistake I will not make again. Without the desire, no system, no matter how brilliant, can work.”

Learning to want to have a great team

Doug and Jan had been doing well enough with their franchised furniture store in Fresno, California, but one month the bottom fell out when a number of sales people (“designers”) quit for various reasons, leaving them short-handed and cash poor.

We began coaching them in our principles for small business success, but realized that for the principles to work, a quick shock to the system was needed.

“Good people are hard to find,” said Doug, “and we’re losing sales every day now because we don’t have good sales people to capitalize on the people who come into the store.”

“Good people are hard to find when you need them,” said Steve Chandler in his first heart-to-heart coaching session. “And your problem is that you always wait until you need them to start looking for them. That’s why you are struggling.”

“How do you find good people?” asked Jan, reflecting her husband’s frustration.

“It’s not a matter of how to,” said Steve. “There is no problem learning how to find good people. That’s not what’s missing here.”

“We don’t follow you,” said Doug.

“Your business struggles....aren't you struggling?” asked Steve, “Because you hire to fill needs. You do what's needed. You don't do what's wanted, you do what's needed. It's a needs-based activity. It's counter-productive. You get nowhere. All that work and all that time and you keep sliding back to ground zero. That's what needs-based activity does.”

“Well,” said Doug. “It’s true, though. We do need people. If we had a few more people like our top person Michelle, we’d be in the money right now. Because of the shortage, Jan and I have to be in here ourselves all week from early morning to night. Even on Saturdays.”

Steve wanted to drive his point home. “Until you proactively *create* the company you want, you will always have a major struggle on your hands,” he said. “Also: it is not true that the owners need to give so much of their precious time to the business. That is only true if your recruitment is reaction-based instead of a creation. Most small businesses Sam Beckford and I coach create a way for the owners to come by once a week. That's plenty!”

“That would be heaven,” said Jan. Jan and Doug had just adopted a little boy and hated the thought that they could not see much of him during the day any more.

“For now, during this period, I agree that you must be there full time,” said Steve, “Talking to customers, saving your business, etc.....it is perfectly appropriate during this current crisis.....however, if the two of you *commit* to being great at recruiting and hiring you will have people who want to do what you're now doing, and who can do it well.”

Doug and Jan were not persuaded. Steve had to confront them about how much time they had blocked out on their calendars for recruiting and hiring in the past year, and of course the answer was zero. They scurried around interviewing people whenever the need presented itself, but never proactively as a want.

“In your business,” said Steve, “there is no commitment right now whatsoever for building a great team. Not that there isn't a wish and a hope, there's just no commitment. There is reaction to crisis, and choosing to have your hiring be in the "reaction" mode rather than "creation" mode has caused almost every problem you have. It has tied everybody up, including yourselves.”

Doug and Jan were starting to take notes.

“You must hear this,” said Steve. “Simply because all the other franchise people echo your ‘truth’ about staffing and labor shortages doesn't make it true. Your efforts at recruiting have been disorganized and frantic, and if you had ‘enough’ staff you would not recruit at all. I bet there are days when you don't do any recruiting activities at all. Maybe even weeks. But it's the most important thing you could do. It's the best use of your time.”

Doug and Jan began to protest about how many problems they had to deal with prior to recruiting and building a good team. They were just like so many other business owners are so "into" the forest and trees of their business they can't see what would give them more profit. They literally can't see it!

Doug and Jan had a choice. Their choice was to a) Manage an endless stream of mediocre people, trying to make this thing work, or b) build a great team that earns them a huge profit and only requires one day a week from Doug and one day a week from Jan.

“That sounds impossible,” said Doug.

But Jan was starting to get it.

“Doug, wait a minute, think this through,” she said. “If we *had* to do it, we would. Wouldn't we? If Donald Trump brought his TV cameras into town and gave us three months to find these people, we would find them. Wouldn't we? If he said the end prize was a few million dollars?”

“Well, yeah,” said Doug.

“Do you know why?” Steve asked. “You would be committed! It would be a completely different ballgame than you have right now. Right now there's no commitment whatsoever, none, to do this. I mean it! I don't mean it as a criticism, because 90% of small businesses do it just like you do! And I bet that 98% of your franchises do it just like you do...all activities of the owners being *need-based*. Responding to what's needed to keep the business afloat. It's ironic, but *filling your businesses needs* is not what will ever make you successful. That's the ultimate flaw of working *IN* your business rather than working *ON* it. You need to focus on *WANTS* not needs.”

The next week Doug and Jan went on a recruiting blitz. They blocked out an hour a day to call everyone they knew in town to put the word out that they were looking, like the Marines, for “a Few Good (Wo)men.” They ran an ad in the newspaper and hung doorhangers on the doors in the nice neighborhoods of Fresno with a big picture of their best sales person/designer Michelle.

“Michelle had no previous experience...” said the ad, “and you don't need it either! Come take our test, and if you show you have an aptitude for design we will invite you to submit an application for a design/sales position with our company. Write to us today! Tell us about yourself. Do you watch

HGTV? Do you have a love and passion for interior design and creating artful solutions for people? Why sit at home, or work in an unfulfilling job when you could work at this wonderful store! We train you thoroughly. You'll become masterful at serving our customers!"

Their new commitment to recruiting was changing their whole store's culture. Doug and Jan had realized that they could no longer afford to have this be their culture: No One Wants to Work Here. That's what their culture had become! That's what even the best and most optimistic people they had were thinking and speaking.

"People listen to committed people," Steve had said to them. "Your people listen to the malcontents who quit your store because those people were *committed* to being right about how hard it was to work at your store. Your people don't listen to you, because you have no waiting list of people who want to work for you. In fact, you yourselves tell them that there is a staffing crisis and a labor shortage. In your own way you, too, tell them 'No One Wants to Work Here.' I'm not trying to insult you, I am trying to *wake you up* to what you are doing to your people when you don't recruit. Only you can change it around to: Everyone Wants to Work Here. Once you change it, morale and productivity and everything else will pick up dramatically. I promise you this is true.....I've worked on this very same recruitment subject with many, many businesses, and it's *the most difficult* realization they get....it's the hardest thing to convert to: working ON your business instead of working IN your business. If you make the conversion, I promise you that you will double your profits. I'll help you in this project. I am committed to showing you the way to design and create the business you want and eliminate the word 'crisis' from your vocabulary."

Soon Doug and Rebecca had three new people working in the store, and two more on their way in. Not only that, there was the beginning of a waiting list.

Steve stopped in the store to talk to Jan about the record sales month they had just set.

"Wow!" Steve said. "Look at how much you have done already! Great work. Stay on the phone, and network like CRAZY...until ALL of Fresno knows you are looking for a few good women.....never stop looking....never

stop creating your team....your team of people is your most important creation, it's your most important work! Way to go.”

“Thanks, but may I ask you something delicate?” Jan said

“Sure, of course,” said Steve.

“It's always been my desire to have a very close group of trusted employees---*family*,” said Jan. “And I still have a hard time changing that mindset. So it’s hard to picture a constant stream of new people always being recruited. I want to build something and keep it. I don’t like change. I like the family feeling.”

“Don't change that mindset.” Steve said. “That's a great mindset! But even family members move on, and you can have a great family and a waiting list, too...in fact, your waiting list will keep more of the family you want to keep at home. They will be less likely to leave, not more, if they know there are people dying to take their place. Have recruiting become your specialty. What you and Doug are known for. It will build the family you want.”

Ben didn't have a sporting chance

An acquaintance named Ben owns two independent sporting goods stores. He gives good customer service and Sam has bought a few things there over the years. Sam recently asked Ben how business was going and Ben brought up the sore subject of his main competitor across town.

The competitor was also a small independent sporting goods store with two locations.

Ben said they were starting to “private label” their own brand of sport shirts and track suits by dealing directly with a manufacturer. He said that they were probably making a better profit by their new approach. Ben thought they were pretty aggressive and admitted that some of their private label push was cutting into his business.

Sam then asked Ben if it would be difficult to start a private label program of his own.

“I guess it would be possible,” Ben said in a weary voice. “I’d have to call a manufacturer and make some designs and test it out. I guess a guy could do it if he really wanted to.”

Sam waited for the obvious, the spark of enthusiasm at this new opportunity to level the playing field. Sam hoped Ben would say “I’ll start tomorrow. If they can do it, so can I!”

But those words never came. Ben eventually just changed the subject, and started talking about the good old days of the business.

The worst failure we see business owners making is the failure that comes from no longer having the internal flame. The failure that comes from no longer being *willing* to try a new strategy. You can give someone all the best new strategies in the world, but if his willingness is not there, it won’t matter. Notice this in yourself. Don’t “try” something new until you’ve tuned yourself up for it. Take care of your own internal flame before you half-heartedly try a new system or idea.

Don’t get down there with Ben and the broken spirit his low energy voice tones conveyed when he said, “I guess I could try that idea out if I wanted to, but...”

The lack of *want to* becomes a lack of oxygen! You’ve got to have oxygen to keep a body alive. The word *inspire* literally means “to breathe in” and businesses need daily inspiration. That’s your primary responsibility. That’s why we give all of our clients a deep wake-up call on the *want to* so that the “how to” has a chance to be executed. Some of the most effective teaching tools our small business owners have utilized have been dialogues Sam has created with Steve about how to using ongoing personal self-motivation for small business success.

If you’ve ever lacked a fresh infusion of intention, you know what it feels like. Before your “want to” was firmly in place, you were probably like most business owners, going around thinking, “These customers are a *pain* and I hope nothing *bad* happens today because I just have to put out fires. We’re just battling against everything!” You were going out each morning

knowing you were going to get beat up throughout your business day. Then when the day was done, you would drag yourself home and just try to forget about it.

But that is not a creative cycle. That will eventually destroy your business.

Because each day the negativity and sense of overwhelm just starts all over again. Soon everyone associated with your little business is just working for the weekend! “Is it Wednesday yet? Good! Wednesday is hump day. We’re over the hump.” But wait a minute! Doesn’t that sound a little familiar to you? Wasn’t that why you left that big corporation you were working for? What’s going on here? How could you be reproducing the same thing? You started this little business for the freedom it would give you, and it’s given you the opposite!

All the effort is wasted on the start-up

In most businesses, people set up their business and then believe that all the real important work has been done in the start up. They think, “Once we start the business and we get it running, then we’ll just come around and manage this thing.”

But successful businesses don’t work that way. Businesses are living things, not fixed constructions. They need to grow, just like a planted garden. In business, it’s grow or go. And by “grow” we don’t necessarily mean grow larger. You can succeed by just growing better! But grow. You must grow or go.

Your business has to be continually reinvented. You have to want to (want to!) continually reinvent your business so that it is better and better each day. Each day. The market is changing, the customers are changing, and every business can be improved each day to better match up and even be ahead of the changes.

So when you *want to* succeed, the start-up starts again every day. Every day is a new beginning. You don’t ever try to nail it down. You know you can’t just do the same thing. If you see a business that is doing the exact same thing today as it was five years ago, chances are that business isn’t

doing very well. There's nothing worse than a business that's been around for years (barely surviving) that *looks like* it's been around for years. So when the customers walk into the business they say, "Wow, this place is looking pretty rough, the carpet's in bad shape. Look at the duct tape on the carpet! That's an interesting touch. All this stuff in here is worn out. Hey, somebody tell these owners, paint is cheap! I'm sure there would be a spare weekend to paint it."

One of the reasons businesses get that weary look to them is that the owners *think of the business as something that is already done*. They think, "Okay, this is all the business is and this is all it can be." So they can't see beyond that thought. They can't even begin to ask the question, "How can this be the dream that I wanted it to be?" They miss the gold that's lying around the next corner. They miss the fact that there's so much freedom and flexibility in owning your own business that you can make it into anything you want it to be. But you have to realize that you have that power to transform the business and be willing to generate the willingness to make it into what you want.

This is your ultimate investment

Ralph Waldo Emerson said, "Nothing great was ever created without enthusiasm," and so to create a great success with your business you invest enthusiasm. It's your most important investment. It's the key element in the mix.

The word "enthusiasm" comes from the Greek "en theos" which means "the god within," which is the level you need to play at to win big. To succeed in business you need to bring your highest, most spiritual self to work each day. It's that vital. Your mission is to make this business your greatest piece of work ever. Your masterpiece! A monument to your energy, to your laughter and tears, to your heart and soul.

From that level you can fly. From that level, you can be so enthusiastic about serving your customer that you are continuously finding ways to

astonish him (and her). You can be enthusiastic about recruiting and hiring the best team of people alive. You look at all the wonderful ways you can acknowledge them and keep them in the game of pleasing your customers. You can honor their innovation and energy.

And, finally, you are enthusiastic about yourself. You have found your fun. You have become a success in life.

As journalist Sheila Graham said, quite wisely, “You can have anything you want if you want it desperately enough. You must want it with an inner exuberance that erupts through the skin and joins the energy that created the world.”

Enthusiasm comes from taking ownership of your life energy. You know how to do that. You did it every day as a small child. Enthusiasm comes from despising that weak, meek little voice in you that wants to be a victim of circumstance. It comes from breathing deeply into your dreams and oxygenating your brain, just as you did as an energetic, unstoppable child. Reach back and find that joy again and make this business your great masterpiece.

It Takes Money to Make Money

We often hear the “It takes money to make money” lie when desperate small business owners are trying to go get a big loan, or when they’re going to bring in an unsavory (or overly demanding and meddlesome) character who’s going to now be an investor in their business. And falling into the quicksand of the “it takes money to make money” myth, they get into even deeper trouble.

Because once you revive your cash flow with a big loan or investment, fresh thinking stops. The unearned money lulls you to sleep. It allows you to just stop creating.

The whole concept of succeeding versus not succeeding is a result of thinking versus not thinking. Anything that stops your thinking----gives you a vacation from creative thought and innovative ideas, is going to harm your business financially. Because unearned money will muffle your drive and spirit.

If you’re fat and stuffed-up with unearned money (from loans or investments) and too full to even push away from the table, you are just not thinking anymore. You’re not asking good questions. You’re no longer asking “How can we get customers in this weekend? What can we offer? How do we get customers back who came in once?” And to stop asking those questions is to stop creating a good business.

So before you believe this myth and go looking for money, ask yourself first, “What if I couldn’t get any money? How would I do it?” Because in the end, those are always your best ideas. Not the ideas where you needed money to execute them. If it’s going to take a lot of unearned money to accomplish, it’s probably not a good idea.

Remember, this is your small business you’re talking about. Not some corporate giant that needs to borrow on a large scale to manage huge

leverages of inventory and labor. Many small businesses get their bad ideas from trying to emulate big business. That in itself is a bad idea.

She was at the end of her rope

A woman named Cindy from Boise, Idaho, was at the end of her rope. She decided as a last-ditch effort to take a small business seminar because she just didn't know what else to do. How could she possibly save her little business? Borrow more money? No. Something told her that the ideas in the seminar would mean more than any financial rescue would.

“The day after the seminar, I learned that I'd been evicted from my store,” said Cindy. “I had to make the decision of whether or not to go on. If I hadn't just been at the seminar, I would have completely given up on it.”

Cindy is a great example of choosing the most powerful of three options: 1) Borrow more money, 2) Go out of business or 3) Learn the truth about what works.

Soon Cindy had moved her business into a new store space, with a new name, after successfully using all the seminar tools for success.

“Even though I was out of money, I was alive with ideas,” said Cindy. “I had so much certainty and enthusiasm that everyone around me pitched in to help. The vendors all gave me a break because they could tell I was for real, just by the way I was speaking. I even shared a number of the seminar truths with my vendors and became like a coach to their businesses, too, and they were happy to give me credit until I got back on my feet.”

Most people in Cindy's position would have taken one of the other two options. They would have either shut down, or else thrown more money into the business. That's because everyone in a struggling business seems to accept this erroneous belief: “If I could just inject enough dollars into my business, it would be successful.”

But the truth is, throwing more money into the business does not save it. In fact, it makes things worse. Money may postpone the collapse, but it will also deepen the collapse. Like giving a heroin addict a large dose of heroin as he passes through the final stages of painful detox. You make him

feel better, but the ultimate detox has just been made much worse. (And could result in death.)

You will achieve a real breakthrough once you accept this: if your business can't make it without money, it can't make it *with* money. So if you didn't get that loan you wanted, be grateful. It might wake you up to what really works. Necessity is the mother of reinvention.

One of the first small businesses Sam consulted with was a memorable one simply because it illustrated so dramatically that it is not money that turns things around.

A lady named Catherine from Iowa called him and told him her story, and it seemed like her sad tale was out of a Charles Dickens novel! As she spoke about her dire condition, it just kept getting worse and worse. It was actually depressing for Sam to even have to listen to it all.

Catherine was 63 years old, single, living in a trailer, and her income was very low from her small business of teaching six neighborhood kids piano lessons. She had no money. She realized she wouldn't ever be able to retire!

She saw our advertisement in the newspaper which then was selling a home study video course on how to improve your business.

Catherine called Sam up to ask if the small business truth ideas (as outlined in this book) could work for her. At the time, the home study course was priced at about \$300, and Catherine said that \$300 was a huge amount of money for her. In fact, it would take pretty much all the money she had left in the bank, just to buy the course. If she bought the course, she would have no other money left to do anything for her business.

“So I told her that these ideas *do* work if you use them,” said Sam. “I told her, however, that it was like joining a gym. You can't just join a gym and get results; you actually have to use the gym.”

Sam told her that if she applied the basic truths he taught about business she would get results. But even if she didn't, all the materials and home study courses were covered by a 100% money-back guarantee, so if she wasn't satisfied with the course she would get all of her money back.

Catherine decided that she had no choice. She had nowhere else to turn. Her financial world was collapsing around her. The information would *have* to work. And therefore she made her decision.

“So I received a money order from Catherine,” said Sam, “And I sent her the video home study course about building her small business up, and after she received it, I called her and coached her on a couple of specific things to do. And I was a bit nervous for her, of course, because if it’s all the money she has, it kind of makes you worried whether she’s doing the right thing. My first advice was that she try to get her business out of the trailer and go to a local school and ask to rent rooms in the evenings in which to teach her lessons. And I told her a couple other ideas about no-cost marketing, and I shared the story about how my wife and I started our own successful business literally by handing out inexpensive photocopied flyers. And Catherine said she was going to do everything I told her to.”

Two weeks later, she called Sam to update him on the situation. She had indeed approached the local private school to rent rooms, like he’d told her to. And the principal of the school listened to her request and said, “Rent? No way, you can *have* the space. We would *love* to have a piano teacher at the school to send our students to.”

Look at how the fresh application of the *want to* was producing immediate results!

The school principal continued talking to Catherine. “A piano teacher here would be really convenient,” he said. “You can use the space at no charge. You don’t have to rent it.” And then the principal said, “By the way, do you have some brochures or flyers that I could pass out to the students to tell them about how they can get lessons from you right now? We’d need about 300 to send home with all the kids.”

In two weeks, Catherine had over 40 students who were taking lessons from her at the school. (Remember that she had been down to six!) People started asking her if she knew a guitar teacher and a voice teacher. So Catherine found a guitar teacher and a voice teacher to subcontract with, and she was now making a good commission from these other teachers. This was all done with no money! These were just good ideas! Ideas plus action.

Catherine ended up increasing her income to over \$3,000 per month instantly. For her, on the brink of total poverty, that was a financial windfall.

She did this without using money. She had found success by using new ideas for marketing herself and a firm commitment to make the ideas work. For the first time in her life Catherine had a powerful combination of “How to” and “Want to.” Previously, she had neither.

Now, \$3,000 a month may not seem like a fortune for a small business owner, but when you’re barely scraping by the poverty line, it’s a life-changing amount. It’s also one of the many stories we receive daily that prove that you can make money without money. Fresh ideas, determination and action: those are the only assets you need.

Learn to create your own money

Another good illustration of the fact that it does *not* take money to make money is Sam Beckford himself, now known throughout the United States and Canada as the “Small Business Millionaire.” When Sam got down to nothing, he made some Xerox copies of fliers about his little business and just went out and pounded the pavement to find customers. He succeeded at finding them because the appeal in the flyers was just right (see Chapter 5 on how to do this) and the rest is history.

It wasn’t money that did it for him; it was an *idea* being put into effect. Your business will succeed because of ideas and action. Not because you have been well-funded.

“It was the desire to *create our own* money that won the day,” says Sam. “So inside of your so-called limitation...the lack of money....you will find the gold: the *ideas you need* to make your business successful. And that is how and why you can beat your bigger, more established, competitors. They don’t have a reason to do the things that you’re going to do. They don’t have to go find fresh business ideas like you do. They can ‘afford’ to say, ‘It’s five o’clock on a Friday, let’s wrap it up. Another call from a customer? Forget it, let it go to voice mail; we don’t need the business.’ They can ‘afford’ to do that because they have this big pile of money. But history shows that this well-financed comfort zone can do them in if they don’t wake up.”

Sam describes another reason why succeeding without money gives you a competitive advantage: “We have two competitors of our small business today that are quite big,” he says. “One is a chain that has international money behind it and is run by managers. And the managers are very slack on following up and getting back to customers. So their business doesn’t do nearly as well as our business does. Their definition of marketing, (I know because I talked to the employees there,) is radically different from our definition of marketing. They think marketing is handing out a limited number of ineffective flyers. And this is a big store with a lot of money behind it. By contrast, when we started our business, we handed out 3,000 flyers personally! And the manager of one of these stores thought an accomplishment was getting 700 flyers distributed by someone outside the company. And I was thinking, that’s *nothing*. I mean, now we’re doing in the multiple thousands of thousands, several times a year. So their money has made them complacent in that area.

“And then the other business that we see as a big competitor is a second generation family business. I find there is a lot of ‘death in the comfort zone,’ there, too. Because the second generation business owner has never really seen the struggle so he never had to wake up and say, ‘We’re going to do whatever it takes.’ They just have the belief that it’s a money tree and it’s always going to produce. So if they want to leave at ten to five, they just leave. They figure they’ve got enough money backed up to cover it.

“And we are out-performing both of our competitors because we do *not* believe that it takes money to make money. It takes fresh energy and ever-evolving customer benefits. It takes creative thinking. Unearned money gets in the way of that.”

Money just diminishes your “want to”

In every successful small business there is a proper balance between the “How to” and the “Want to.” An infusion of unearned money takes away too much of the “Want to.” If we have a big pile of injected money and we know our business doesn’t have to make a sale for the next (who knows how long?) week or month, or if we’re brain-washed into the related lie that “Businesses don’t make a profit until their fourth year anyway,” we are

getting our business into even deeper trouble. Most small businesses are out of business before they can verify that fourth-year profit myth. Was it true? They'll never know, because they went out of business in their second year.

When you have unearned money covering your expenses you don't *need* to go out and make that sale! You don't need to say, "How can we be profitable? How can we actually make this thing give me a good salary?"

Repetition of a bad idea is not a good idea

Mason was a small business owner who called us and said, "I've just been putting more and more money into this business, and I am assuming some day all this investment will pay off. It will, won't it? I mean, all the times I've put my own savings in to this business, it will pay off one day, right?"

Wrong, Mason. Wrong assumption.

The very fact that you are taking money from other sources to keep your business alive means that it probably will *not* survive.

We encounter so many sad situations where an owner's husband is a dentist or some other type of successful business person, and he is feeding money to his wife's small business because "it can't survive without it."

Or, just as often, the wife has a good job and is persuaded to put a large portion of her own earnings into her husband's failing little enterprise. What finally happens is that the business turns into something that will *never* make money because the expectation of it making money is no longer there. You need that expectation! You need to *demand* of your business that it make money.

Learn to stop feeding the fox

A friend of ours had a cabin out in the woods and told us about a fox that used to come around the back door of the cabin. Soon our friend started

leaving food there for the fox. It was fun to do. And the fox started coming by every day to get the leftovers or whatever wonderful cooked items were being set outside.

But soon our friend realized his mistake. He finally decided to stop feeding the fox, because he realized that if the fox got dependent on the food, it would stop digging for rodents (or whatever it likes to eat). And when the day came for our friend to leave the cabin, the pet fox may have lost its survival instincts. Its claws would not be sharp, its teeth would not be sharp, and it would not be used to having to go find food. And the thing that he thought was actually helping the fox was going to be the thing that killed the fox.

Can you see the parallel to the husband and the wife's business? Because in the name of "helping a spouse get through," they've killed each business's survival mechanisms. You help more by *not* helping.

Do those little businesses need help? Yes! But not money. They need fresh ideas and fresh action plans. They need fresh "want to" and fresh "how to." Money just postpones that. Makes it worse even, because if you keep throwing unearned money in, the hole to dig out of gets deeper and deeper.

So don't turn your own business into that fox by believing the lie that it takes money to make money. Here is the truth you can immediately replace that lie with: *You should not give your business money: Your business should give you money!*

Isn't that why you opened your business to begin with?

If so, then you need a business with sharp claws and teeth.

Sam Beckford failed five times to make a business work. But the business of his that made the most money, and is still making the most money, is the one that had *no money* to start with at all.

"We had money to start all the other businesses that we tried," says Sam, "and we had none for our eventually most successful business. That one succeeded because we had something more important than money. We had the knowledge of how to continuously add value to our customer, how to selectively choose great customers, how to make a profit, and then how to duplicate that process over and over again."

In that successful business, Sam was down to \$50 worth of photocopies, and no money.

“I remember we made 1,000 copies, and it was five cents a copy,” said Sam. “And we cut those pages into three pieces, so it was three pieces per 8½ x 11 page, so we went to 3,000 houses and distributed those flyers. And it was tough, because we walked to every single house. And that’s how we actually started our business, and that was the beginning of the business that made us millionaires. And we took the profits that we made from those 3,000 flyers and we put that into more marketing that worked, and everything we did in that business was done under the idea that *what we do in this business has to work*. It *has to* pay off. It *has to* be accountable. If we would have had \$100,000 to start that business, we may never have made it. Because we would not have learned the basic advertising principles (samples in Chapter 5 and on www.smallbusinessstruth.com) that gave us customers.”

With extra unearned money in hand, people do many ineffective things in the name of advertising. A small business will stick an ad on the side of a bus somewhere and if doesn’t work they say, “Oh well, it’s only a couple of thousand dollars, who cares? We’ve got lots more of that left!”

If you don’t have that *requirement* for things like marketing expenses to *work*, they won’t. When there’s no such expectation, you’re not really paying attention. It’s not that important to you because you can think, “Why spend that much time thinking about this flyer? If it doesn’t work, it’s not going to make a difference anyway.”

But everything needed to work for Sam, so he was just down to one last mission: learn how things work. Learn how businesses succeed. He had no where else to go but there.

Living in the profitable NOW

Your business exists to make a profit and that’s what it *has to do*. Therefore you figure out how to manage your time accordingly. You manage your time according to what’s profitable, and what’s not.

Many business owners thinking they need a loan also say that their biggest problem is time management, as if these two problems were unrelated! They haven't realized yet that the best time management system they could ever use is for them to expect to profit from every activity they do.

You can do this. As you plan and then create your day, you can have your activities actually be profitable. All of them. But you must evaluate the tasks you plan to do based on one vital truth-seeking question: "Is this something that's going to help make more profit for the business or not?"

If it's not, don't do it! Have someone else do it. It's *your business* so it's not efficient for you to be doing the work of a \$10 an hour person. Even if it needs to be done! Get someone to do it. This is your masterpiece, not your prison.

Yes, you do want to "lead from the front," and be out there with customers, but not just to cover for someone who called in sick. You are there to gather valuable information from that customer about what drew them into your business and what it takes to thrill them so that they will refer others.

Ask this question about all your daily efforts: is this something that leads me to greater profit? Because then there will be a lot less taking of coffee breaks and reading the paper, and talking about endless personal matters with employees when you could be doing activities to advance the profitability of your business. There will also be a lot less of you, the owner, stepping in to do minimum wage activity at your business. A total misuse of your brainpower and energy!

Ask yourself to always be aware of two levels of consciousness in yourself. The lower level is just that mindless level of working *inside* your business and being very busy. But the higher consciousness level is the creative level of working *on* your business, to make it make you more money. Are you doing something of high-return value or just doing something?

Most business owners operate at the lower "just being busy" level of consciousness all day long. Day in, day out, they show up and try to work "harder" but don't seem to be getting anywhere. Theirs is a delusion that

says, “Oh, but I’m working really hard!” But if it’s just low-consciousness activity they’re doing all day *they are eventually going to go out of business.*

So respect your mental energy, and keep noticing where it gets invested. Make your business make you money. Force it to. Don’t fall for the “It takes money to make money” small business lie. Even though you will hear it constantly from others. We’ve all seen the real truth: small businesses that are very well financed are usually failing miserably.

In fact, the businesses that were the most well-financed in all of American history failed the most miserably! Those were the “dot com” businesses. They literally had billions and billions of dollars. So, if it just took money to make money, those people should now have, in theory, more money than anyone has ever made. Ever. But they failed horribly. Because just being well-financed doesn’t do it.

Most of those dot com companies went bankrupt because they didn’t acquire the vital knowledge of how to get customers, keep customers, and inspire customers to keep coming back.

And it makes no difference what industry you’re in, either. No type of business is uniquely dependent on big money bailing them out. If someone’s reading this saying, “Well, my industry’s different,” they’re wrong. The bottom line is that every business needs to know the truth about how to get and keep customers *without outside money* and it doesn’t matter what business you’re in.

Your strategy for getting and keeping customers, once it’s in place, will be much more powerful than money. So let’s read on and discover some proven strategies to do that!

We just need to get our name out there

Again and again you hear people tell you that you need to get your name out there. Advertising reps will tell you that name recognition is vital, and your ad *must get your name out there* over and over again.

Not true!

Your ad doesn't need to get your name out.

Your ad needs to *get your customer in*.

Your business needs an ad that works to attract the exact type of customer that you want to sell to and keep selling to at your business. The purpose of advertising is not to “build awareness” or “increase your name I.D.” The purpose of your advertising is to create a sale!

So watch out: There is a lot of bad information floating around about advertising.

And “bad information” is just a nice way of putting it. When your friendly local newspaper ad rep tries to tell you that your small business needs some name recognition, and that the most important thing you can do is to “get the word out” then you have just been told a lie.

This lie is not unique to newspaper reps. All media reps, billboard reps, radio ad reps, anyone at all pitching “awareness” is steering you toward failure.

Because there is absolutely no value to your business whatsoever in having a lot of people simply know your business's name. That lie has cost more small businesses more unnecessary wasteful expense than any other we can think of.

To make advertising really pay off for you, you need to understand what advertising is! Advertising is "salesmanship in print." And that hasn't changed since the former Canadian policeman (turned advertising genius) John E. Kennedy changed the face of advertising forever with those three words in 1905, advertising is nothing more than "**salesmanship in print.**"

So think of your ad as a salesperson. Make it *be* a salesperson. Would your salesperson get a sale by contacting your prospective customers and just saying the company name over and over? Calling them on the phone, whispering your business's name, and hanging up?

You expect a lot more than that from a sales person, and so you should expect a lot more than that from your ad as well.

Make your ad attract someone

Even before you design an ad or a flyer, you may want to ask: Who are we trying to attract? What type of customer do we really want? (The same kind of talk you would have with a sales person before sending him or her out into the world to make a sale.) Do we want a customer that will be profitable for our business? Or, do we want cheapskate price-shoppers?

One of the most important small business truths we could ever pass on to you is that the quality of your business is directly related to the quality of your customer. To make your business successful, you need good, solid citizen customers. Customers who will be with you for a long time. And your advertising is a great place to start building that kind of customer base.

A recipe for business misery

If you pick up your local newspaper and look at ads for small businesses you will see a common pattern in how the ads are designed. Look right now in your paper to see if this isn't the way it is:

1. Business name at the top of the ad
2. A discount offer, like 20% off a certain product or service; or an el cheapo price-related offer (\$19.95 oil change)
3. The phone number and address at the bottom of the ad.

This common type of advertising is not salesmanship. It's more like a bulletin board listing in a dormitory lobby. It's crude and brutally brief. It has no chance to start the sales process toward a nice high-profit sale for you. It does little more than "get your name out" and establish you as a low-price (probably low value) business. If this ad even accomplishes these limited objectives, it is still not helping you in the long run. Because in the long run you want to grow a highly profitable business, and that starts with the first ad you place.

So don't use this bare bones kind of advertising! Just don't. Because you are wasting money and attracting the wrong type of customers (that is if you are attracting customers at all).

Here are two typical ads we just saw in our own local paper:

Lube Master
Winter Special
Oil Change \$19.95
Expires December 31
536 Saddle Street
Mon-Sat 9-6

555-1234

Walnut Creek Equipment Inc.
Outdoor Power Equipment
Ask Santa for a Stihl!
Save on the MS 170 Chainsaw just \$299.00!
While supplies last
2610 Powder Keg Drive
555-2345

Look at your own local paper and you'll see ads very similar to these. In fact, you may even be running one yourself.

And if you are running one yourself, you will be able to verify that it doesn't work. Even though your rep is now telling you that you need to be patient. It's all about "repetition." But it's not. If your ad doesn't work, it doesn't work. It doesn't matter how many times you repeat it.

If you have the wrong combination to a lock, your chances of opening the lock do not increase each time you try it. If you are dialing the wrong phone number, it doesn't help you to dial it many more times in your attempt to reach someone.

Your ad is there to reach someone. It must reach someone. If it doesn't reach someone the very first time, it is a waste of money.

Many newspaper reps will tell you that you have to run your ad 10 times to get "frequency." Your rep will insist, "If people see it enough, they will respond."

Knowingly or not, your rep is lying.

Time will pass. You'll be getting no response to your ad. And now that you and your rep both realize that the ad is not working, your rep may then tell you to make the same ad bigger, so more people will notice it. "Don't change the copy, just make the bad ad bigger!" (That's like a waiter saying: "Don't like the pie? Why don't you try a bigger piece!")

Frequency and size sound like logical reasons people respond to advertising, but they are both false.

Frequency in and of itself doesn't make any difference. Neither does size. Not if the ad is ineffective.

There is a restaurant somewhere in your city that you have driven by at least twice a day for over a year now. You keep seeing the name, and the restaurant doesn't look at all unpleasant. You've probably seen their sign over 1000 times! But you have never eaten there. Frequency and knowing about the restaurant are not enough. A bigger sign on the restaurant won't help either. If you don't have a reason to go, you don't have a reason to go.

From Broadway to the right way

Frank Mastercola of Park Ridge, New Jersey and his wife were clients of ours awhile back when their small business was doing okay but not thriving. Frank and his wife were former Broadway performers, and did shows like *Cats* and *Starlight Express*. They worked with Bob Fosse, Michael Bennett, Cheeta Rivera, Liza Minelli, and the impressive list goes on and on.

After their success on Broadway, Frank's wife Anita opened a small studio business. She started teaching music and dance and four years later Frank decided to join her and get more involved in running the studio.

"Our student total was in the 400's for about three years," Frank recalls. "And our original advertising philosophy was that *getting the word out* is the best way to sell your school. But it turns out you can't just rely on that. And that's why we were just spinning our wheels. So you came along with

your advertising system at the perfect time for us and we thought, ‘Of course!’”

By simply switching from the “getting your name out there” falsehood to the small business *truth* that advertising is salesmanship, Frank and Anita increased their student base to 800! Twice their original business! They are now looking forward to purchasing a new building for their school.

So let’s go deeper into the two ads we cited earlier, to see exactly the kinds of changes *you* can make to increase your business like Frank and Anita did.

Question: What type of customer will the Lube Master ad attract?

Look again:

Lube Master
Winter Special
Oil Change \$19.95
Expires December 31
536 Saddle Street
Mon-Sat 9-6
555-1234

Answer: Someone looking for a cheap oil change, right?

This ad is trying the old “loss leader” strategy. Get a customer to buy something cheap to get them in the door.

But this ad probably won't attract much response. Cheap oil changes are everywhere. Aren't they? There's nothing compelling here. Nothing special. Therefore, no sale is being made. Remember: for an ad to work for you, it must be *salesmanship in print*.

But even if the above ad actually gets a response, you will have attracted a price shopper. Someone motivated by price. And then you will have the impossible task of getting them to come back and pay regular price for future services. Good luck.

Try to upgrade a price shopper into a value buyer and both you and the customer end up frustrated, angry and betrayed. Businesses do this all the time when they attract the wrong customer to begin with and then try to change them to a good high-value customer.

You must change the belief behind your ad and the belief behind your business. What you believe about your business is what your customer will believe about your business. It has to start with you.

People can get their oil changed anywhere. A cheap oil change is nothing special.

So, you might ask, what *is* special? What *does* someone with a car want more than just a cheap oil change?

There are two answers we know about for sure: 1) Time and 2) Convenience!

Remember this: time is the new money

According to the latest income surveys, 20% of the population controls 47% of the disposable income.

That means one out of five people have so much money to buy things with, that, relatively speaking, they're not concerned about the price at all. Does it make sense to focus your ad's message on something that doesn't concern them?

Because those 20% are your ideal customers! Money is not the main factor in their decision to shop with you. You are. You are the main factor in their decision, and that's how you want it to be. Your quality, your service, your commitment to them. That's where you want it to be, because that's where your profit margin is, and that's where your data base of lifelong customers comes from. Not from one-time price shoppers.

So, here's an ad that reinvents the cheap oil change and attracts a totally different customer:

Too Busy to Change Your Oil?

**We'll pick your car up, change the oil and
we'll clean it and drop it off to your home or office
with your favorite Starbucks beverage!**

**Lube Master – Executive Valet
555-2345**

Who will this ad attract? Someone who is more concerned about time than money. Someone who loses more money per minute hanging around an oil change joint than all the attendants make combined. Someone who sees time waiting for their car as billable hours down the drain. Someone who wants to golf or play with their kids on the weekend and not just do errands.

That's your ideal customer!

Always use the High Value Customer ad formula

This is the simple advertising formula that made Sam Beckford a millionaire:

STEP 1: Place a headline at the top of the ad that solves a problem or gives a unique benefit that is more valuable than just the product.

Your name should never be at the top of an ad because it does nothing to attract customers. People don't care what your business name is. They care about what your business can do for them.

STEP 2: Make no reference to price in the ad.

If price is your only selling feature you are in a losing battle. Remember that one in five consumers don't need to fret about price. We have all bought things that were expensive but worth it. Price is just a detail, not the deal itself.

STEP 3: Offer a unique service (that only you provide) as the "hook," not a lowball price.

People buy for many reasons other than price. Once you believe this you will attract customers that will continue to prove it to you and verify your belief. Higher value customers who like your unique offer are the ones that stay with you. Remember that the two car brands with the highest repeat purchase rates are Lexus and Cadillac! Is that because of the price?

Let's use our small business truth formula (see: www.smallbusinesstruth.com) to reinvent the second ad, the one about the chainsaw. Here is the original:

**Walnut Creek Equipment Inc.
Outdoor Power Equipment
Ask Santa for a Stihl!
Save on the MS 170 Chainsaw just \$299.00!
While supplies last
2610 Powder Keg Drive
555-2345**

First ask yourself, "Who will buy a \$300 chainsaw as a Christmas gift?"
Answer: The wife of a man who likes the outdoors.

The man's poker buddies will not be the target of this ad – it's the wife. Try to remember that gift purchases are not made by the recipient of the gift! (That sounds obvious, like we didn't need to tell you that. But during the holiday season, look at how many ads are thoughtlessly misdirected. Remember: your ad is doing a sales job for you. Make it talk to the *buyer*.)

The majority of wives who will spend \$300 on a chainsaw for a gift are not price-conscious shoppers. If they were, they would be looking at \$39 wrench sets, not \$300 chainsaws.

Question number two: Would most wives like to go to a power equipment store and spend time looking at chainsaws? Probably not. They would be intimidated at the very thought.

So, taking those observations into account, here's our reinvented ad that attracts the ideal customer for the chainsaw gift:

The Perfect Gift for the Outdoorsman Husband

**We'll deliver a boxed fully gift wrapped
Stihl MS 170 Chainsaw and put it under your tree.
Or we'll help you hide it until the big day
to keep the surprise.
We'll even drop off a 2 foot tester log
so he can try it out right away!**

**With our "he'll love it" guarantee let him try it out
and if he isn't thrilled we'll pick it up
and let him exchange it for any other model he wants.**

Walnut Creek Equipment –555-1234

How much is the chainsaw? Could it be \$50 more than the first ad? Who cares? It's worth it. We are no longer selling a chainsaw, we are now selling an event! The log in the backyard to try it out, the hiding the box, not having to lug it through a store. Not having to worry whether he likes it or not.

You have 1) Spoken to the buyer, 2) Painted a picture of a great Christmas day and 3) Even helped to keep the surprise. You are a hero to your customer. You have solved her biggest problems with your ad!

Remember: One in five people walking around in your community doesn't need to be concerned with price. They will buy something because they feel like it and they will gladly pay extra to have a great event and experience. Everyone wants to splurge on events like weddings, anniversaries and Christmas.

But that all sounds like a lot of work!

Isn't it extra work to wrap and deliver a chainsaw? Yes, of course. Most businesses owners will not do this because of that. That will be your advantage over them.

Because this *little bit* of extra work you do up front will save you from the *endless* work of keeping a struggling business alive. It will put you on the path to prosperity, a path that will lead you to lots of vacation time and happy profitable years ahead.

And once you get the hang of it you'll find out something additionally rewarding: Working to get paid well by pleasant customers does not feel like work. It feels like you are finally executing a fine craft. It feels like mastery. Because it is.

High profit customers mean a high profit business. You can't separate them. If you want, really want, higher profits, then the market is wide open. One in five people are waiting to have their problems solved in exchange for money. You can be the solution and reap the reward. We've trained hundreds and hundreds of small business owners just like you to learn this

approach. It works for them, and it will work for you. Their stories are on our website, so enjoy them and let yourself see the truth of this.

(You can go to our website to see more unique high value customer ads for six different businesses and get free reports on further strong systems of newspaper advertising at www.smallbusinesstruth.com.)

There is nothing mysterious about advertising. It either works for you or it doesn't. If your advertising is not working (or cannot be measured) stop spending money on it. Demand that it delivers a measurable return on your investment. Hold your advertising as accountable as you would any other sales person, because that's what it is.