

NO **LAWFIRM** MAGAZINE BEHIND

June/July 2022

**The Science
And Strategy
Of Getting Past
Stalls, Delays
And "No's"
To Closing
The Sale**

**3 Ways To
Get FREE
Leads From
LinkedIn**

18 Laws Of Success

From Shark Tank's'

Robert Herjavec

 SpliceNet

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Haven't Realized Your Dream Yet? Start By Looking At Your Business Processes



Law firms aren't always the best businesses. Sure, a small number of law offices do it all. But when you got your law degree, you probably didn't major in business as well. You thought, I'll be a great lawyer, and the clients will follow. You know the "Build it, and they will come" mentality. Unfortunately, if your goal is to grow your top and bottom line, you need processes.

I had a client who thought having a website was their marketing strategy. Great start. The problem was the site wasn't converting leads into phone calls or prospective client meetings. They built it, but no one was coming.

I had my team look at their site. We came up with a strategy, and the client invested a bit more money into the digital sales funnel, and bam! They started getting phone calls. But those calls weren't turning into clients. I said, "Let's look at the whole picture of your business. What does the office look like? Is it attractive? Inviting?" I asked them, "Would you want to 'buy law' from you? Of course, no one 'buys law.'" Your product isn't tangible. It's a *result*. It's a risky investment for customers too. They must *trust* that you'll deliver the result they want. I asked this client another question: "Do you have a *process* of setting yourself up to be the trusted advisor to their story?" We helped them complete their marketing strategy to get business in the door and stay there.

I had another client who had no payroll software. They waited for checks to arrive in the mail – if they arrived at all. They had no billing or collections process, and it depleted their growth. We set them up with an automated system to send reminders, suggested they take retainers and built out the back end of their business processes. These strategies are the beginning and the end of your business. Without them, clients can't find you, they won't pay you on time and you won't see the success you hoped you would.

I know that when you built your business, it started with a dream – a vision of accomplishments and ways you'd help your community. Then, the reality trickled in over the years. Technology changed, global pandemics hit and suddenly your dream feels further off. Here's what I need you to know:

If your dream hasn't materialized yet, it's not too late.

My mission is to make sure you don't lie in bed at night wondering why new clients aren't knocking on your door. It's my purpose to make sure your staff doesn't go home stressed out because the payroll system is out of whack. That's why I bring experts to your desk through this magazine and my podcast, *No Law Firm Left Behind*. You have free access to expert advice on ways to improve your bottom line, so that dream you had when you first hung your shingle is made a reality.

Jim Gast

**Jim Gast,
CEO Of SpliceNet Consulting**

Email Deliverability Killers

7 Common Mistakes That Are Killing The Deliverability Of Your Emails

Ever notice that the emails you send bounce or are sent straight into the spam folder? Your clients or prospects say, "I never got the email from you" or "Where's that report you promised me?"

It can be incredibly frustrating, but you have to know God's honest truth.

Truth No. 1: Believe it or not, email is *not* a guaranteed service. Mailbox providers are in it to provide a quality inbox experience for their customers and are doing everything they can to keep spam out. With constantly changing algorithms, machine learning, and advanced filters, it's no wonder that it's getting harder and harder to get emails to your intended recipients.

Truth No. 2: No matter what platform you are sending from, email deliverability (where an email lands once it hits the inbox) falls on *you*, not your email service provider.

Give yourself the highest chance of not landing in the spam filter — or being blocked — by avoiding these email deliverability killers.



Lack Of Proper Authentication

When it comes to email deliverability, your email service provider looks to see if you are who you say you are.

Here are three methods of authentication you need in place for every system you mail from:

- **SPF:** One SPF record covers the entire domain and prevents spammers from sending unauthorized messages that appear to be from your domain.
- **DKIM:** Receiving servers use DKIM to verify the domain owner is the one who actually sent the message. If this is not set up, it can trigger phishing and spoofing warnings and will divert messages to the spam folder.
- **DMARC:** One record covers the entire domain and acts as an umbrella. When set up correctly, DMARC helps senders protect their domain against email spoofing.

Golden Rule: Only send from authenticated emails and domains.



Sending Emails To Invalid Recipients

Whether an email no longer exists or is incorrect, sending emails to it can damage the reputation of your domain. You might think, "What's the big deal if I send an email and it bounces?" The big deal is that email providers will assume you're not paying attention and that you are a spammer — *and* they will treat you as such.

Evan Samurin, email deliverability expert and founder of Fundamental Marketing, suggests that you take the health of your email status very seriously. When emails are invalid or if they bounce, clean them up or *stop* emailing to them.

Golden Rule: Only send to valid email addresses (keep your email list clean).



Erratic Sending Patterns And Frequency

Changing up your sending volume and frequency is a red flag to email providers. In addition to this, any drastic changes in your sending behaviors are harmful to your email deliverability.

- ✓ Whenever you switch to a new email service provider, you'll want to start with a low sending volume and slowly increase the number of emails sent over time.
- ✗ **Do not** send an email broadcast to your entire list when you haven't sent any emails in quite some time. Choose a smaller segment and control how and when emails get sent.
- ✓ Promote a weekly email series with helpful tips to keep a steady stream of emails being sent to your contacts to improve your reputation.

Golden Rule: Be consistent with frequency and volume when sending emails.



Sending Emails To Non-Engaged Recipients

Yahoo warns, "Sending emails to users who are not reading them, or who report them as spam, will harm your delivery metrics and reputation."

Email providers are watching and tracking to see if you are sending emails that people open and engage with.

- ✓ Only email people who want to get messages from you. They are less likely to report messages from your domain as spam.
- ✓ Set good emailing frequency expectations at opt-in (and stick to them).
- ✓ Have contacts click to confirm their email address after opting in so emails will be sent from better servers, which means better deliverability of your emails.
- ✓ Track engagement. Are your contacts opening emails, clicking on links, and replying to your emails? If not,



attempt to re-engage the contact or reduce the frequency of how often they receive emails from you.

- ✓ Focus on contacts who are interested in what you have to say and create a sunset policy for contacts who do not engage for an extended period of time. Cease sending emails to them until/unless they engage with an email they've already received from you.

Golden Rule: Only send marketing emails to contacts who have opted-in and who engage with your messages.



Email Formatting Issues

The emails you send need to be carefully and thoughtfully formatted.

- ✗ Do not include any large image files such as fancy headers or other graphics.
- ✗ Don't use excessive text. Stay clear and concise in your messaging.
- ✓ Messages of the same topic should have the same email address in the from address and a matching signature.
- ✓ Personalize your emails by merging the contact's name into the subject line or body of the message.
- ✓ Use catchy subject lines and preview text to increase open rates of your emails.
- ✗ Do not include too many unique links, shortened URLs (bit.ly) or links to social media accounts (Twitter, YouTube, LinkedIn, Facebook, etc.) in your emails.

Golden Rule: Send plain text emails that are personalized, clear, and concise.



Using Spammy Words, Phrases, and Conventions

Automatic spam filters rate incoming messages by looking for red flags — specific words, phrases, and other indicators that are commonly used in spam emails.

- ✗ Be aware of the phrases you use and be diligent in avoiding spammy words and phrases. The biggest culprit we've seen in recent years is the phrase "click here."

- ✗ Don't use too much punctuation!!!!!!
- ✗ WRITING IN ALL CAPS CAN GET MARKED AS SPAM.
- ✗ Excessive symbols are warning indicators to filters as well.

Golden Rule: Keep spammy words, phrases, and conventions out of your emails.



Sending Irrelevant Messaging

Do not take a "one size fits all" approach with your marketing. Instead send targeted messaging to contacts in your CRM. With proper segmentation, you can select a cross-section of your database when sending email campaigns to ensure that the right people get the right messages.

Evan Samurin advises, "Marketing impacts deliverability. The more relevant you are, the more targeted you can be, and thus the better kind of engagement you'll drive. Better engagement equals better inbox placement and increased open rates, which overall leads to more opportunities and sales for your business."

Golden Rule: Send targeted and relevant content.

With email deliverability, sometimes just a single word or link can keep that email from showing up in an inbox. But tiny changes (the right changes) can also lead to massive results. Master the fundamentals, these golden rules of email deliverability, and put a solid foundation in place for your email sending practices. ■



Janette DeGrazio is the director of marketing automation programs and chief architect of our results-generating Marketing Automation Platform systems. It is her No. 1 priority to make sure all of our MAP members know HOW to use their powerful automation tool to generate leads and sales. Her goal is to equip members with the tools, guidance and training needed for the best success in the MAP program. She can be reached at Janette@TechnologyMarketingToolkit.com

Secrets of A Self-Made Billionaire

Who Turned Aging Bananas Into A 10-Figure Company

Global entrepreneur Jeff Hoffman knows how to scale a company. The founder of multiple companies and author of "Scale," Hoffman has been involved in startups that include Priceline.com/Booking.com, uBid.com, and ColorJar. During a recent Technology Marketing Toolkit Producers Club meeting, Jeff talked with businesses about what he used to scale eight companies that he started with a half a dozen people into global companies and even became multibillion-dollar companies. Looking back on the mistakes he made, he shared the things that worked and helped him turn his companies into industry dominating successes.

Hoffman's Biggest Lessons Learned

Get Out Of The Way. Hoffman invented the kiosks at the airport where you check yourself in. When he started a company to make them, he was offered some investment money. But when he was asked for the company bank account and legal company name, neither of which he had set up, he quickly realized he didn't know a lot about running a company. "That day I thought, 'What else do I not know how to do?'" Hoffman confessed. "I don't know how to hire. I don't know finance. The list of things that you are good at is maybe one. It turns out I have never hired an engineer who also did my taxes and wrote all our marketing copy. It's not the way the world works."

When Hoffman realized he should focus on the one thing he was best at and hire smarter people than himself for every other area of the company, that's when his company started to grow. "You can't scale until you can get out of the way," Hoffman said. "It amazes me how many people come to me and say, 'Jeff, I'm working harder than I ever have. I'm putting in more hours than ever, and I'm not growing faster.' The problem is that YOU

putting in more time running the business is not the solution. Building a team to grow your business is where a chunk of your time should be spent. Being able to trust and empower and grow a team is the key to make your business really grow and take off. And the key to that is surrounding yourself with people smarter than you."

Hire Quality Over Quantity. Rather than hiring a higher *quantity* of people, it's more productive to invest more money in hiring better quality people which Hoffman refers to as "rock stars."

"A valuable lesson I learned is if I have enough money to hire five people, instead of hiring five average people, I'll spend all that money on two rock stars and they will far outperform 10 average people," Hoffman said. "You can't build greatness on the backs of average people. Rock stars make companies, average people don't, so stop focusing on the *number* of people you hire and spend your money on the *quality* of people you hire."

Overcompensate — Don't Be Greedy. Don't be penny-wise and pound-foolish. Hoffman pays his rock star employees above industry compensation scale. He also offers every employee equity in his companies, including the receptionist. The return on his investment is far greater



than the extra money he pays.

Hoffman found a systems engineer named Bill who everybody on his team wanted him to hire. But for Bill to switch jobs, he wanted a raise of \$10,000. Rather than give Bill a \$10,000 raise to come work for him, Hoffman offered him \$15,000 and told Bill he thought he was worth it. All of Hoffman's friends thought he'd wasted \$5,000 because Bill was happy with a \$10,000 raise. Hoffman disagreed. Every day when Hoffman went to leave work, he'd see Bill hard at work. Hoffman would always tell Bill to go home and every day, Bill would say he'd go home as soon as he was finished. Hoffman said, "One day I asked, 'Finish what?' Bill said, 'Finish proving that you were right to believe in me.'" Hoffman added, "I got an employee who was determined to prove that he was worth that extra \$5,000."

Not only did Bill work harder than the average employee, but when Hoffman also needed to hire four more engineers, Bill offered to handle finding them. This saved Hoffman headhunter fees, money from not having to run ads, and the time it would have taken his team to interview and filter people. "Who do you think the friends of rock star engineers are?" Hoffman asked. "Other rock star engineers. The next four people I hired came

from Bill's network, and it cost me \$0 because he told his friends, 'I work for a guy that focuses on what you're worth, not what the salary scale says out there.' People are looking at these salary scales and they're trying to get people for less, and I'm spending a little more on rock stars and we're crushing all the competition because all the best people want to work here."

Go Find Rock Stars. Build time into your schedule to devote to finding rock star employees and building a team. These are people who are smarter than you and that everyone wants to hire. "The most talented people, the rock stars, aren't going to wander into your office and ask you to hire them," Hoffman said. "You have to hunt down talent and look for rock stars."

Hoffman devoted one to two days every month to what he called "talent hunt day." He put himself in situations where he was surrounded by the best of the best. When he needed a human resource professional, he attended a conference in Dallas for the Society of Human Resources Managers (SHRM) with 1,200 human resources managers in attendance. "The lunch speaker was Angela," Hoffman said. "She was winning the HR Executive of the Year award for the United States." Initially, she turned his job offer down saying that everyone in the room had offered her a job and she already had a good job. "She said, 'Why would I come work for you?' and I said, 'Because you'd own a piece of the company.'" Angela ran HR for Hoffman for his next four companies.

Follow The Servant Leadership Model. The way to get and keep a rock star employee is to take really good care of them. "Focus on what you can do for your team, not what they can do for you," he said. Hoffman spends part of his week serving his team and doing things for them. For example, if people work through lunch, he always buys them lunch. "People want to compare the cost of a sandwich to the value of a rock star's extra hour at work," Hoffman said. "People always talk about the cost. They never talk about the gain. The benefit, the amount I invest-

ed in lunch when they didn't leave the office, came back to me massively because that rock star was on a roll and never got up and broke their concentration. I make money on their expertise. So, if they want to skip lunch, I'll gladly pay for that."

For Hoffman, it went well beyond buying lunch. After hiring a young rock star developer, Hoffman walked in the room where the rock star was working and asked if anyone needed anything. Having never met Hoffman, the new rock star innocently asked if Hoffman could pick up his dry-cleaning, which Hoffman proceeded to do. Mistakenly thinking Hoffman was mad, Hoffman's two vice presidents ran out of the building after him, apologizing and begging Hoffman not to fire the young man. "I said, 'I'm not mad. I left the building to pick up that kid's dry-cleaning. That kid is the most brilliant designer I've ever seen,'" Hoffman said. "That product is going to triple our revenues. Not only am I going to pick up that kid's laundry, but if you guys need me this afternoon, I will be outside washing that kid's car."

The product the young man developed won the Internet Commerce Exposition (ICE) Award. "We got the best new tech product in the country at the Internet awards that year," Hoffman said. "That kid designed it, not me. THAT is how you build success."

Attract Rock Stars By Asking Them About Their Vision. Hoffman had zero voluntary turnover. He attributes that to changing the way he interviewed prospective employees. Rather than following the traditional interview model of telling people about his vision and mission statement, he starts every interview by asking them, "What is something you need to do with your life to make it a success?"

After asking the question to an engineer named Chris, he discovered that Chris wanted to buy his mom a house in Florida that was fully paid off, and that would make his life a success. Curious about such a specific answer, Hoffman discovered that Chris had grown up extremely poor, living in a rusted-out Air-stream with holes in the side where snow would blow in during the winter. With only one blanket for his mom, sister, and him to share, Chris recalled watching his mom and sister shiver all night. "I asked him, 'How did you get through that?'" Hoffman said. "He said, 'Because I vowed every single night that one day I will work hard enough and be successful enough to buy my mom a house in Florida, all expenses paid so she can spend the rest of her life in comfort and warmth as a thank-you for the sacrifice she made to be my mom.' I said, 'Chris, you're hired.'"

Later, when the business wasn't going well, Chris helped Hoffman figure out how to fix the company, despite it not being his job to do so. "Chris said, 'I'm going to stay here and help you. This isn't about me. This is about my mom and I'm not leaving until we fix this company because my mom's future depends on it,'" Hoffman said. "He was determined. It wasn't about a paycheck. It was about something bigger. People driven by passion and purpose far outperform people driven by paychecks."

Hoffman asked every employee to share what their reason was for coming to work and put pictures up on the walls that depicted their visions of success. (For example, Chris' picture was of a house.) Hoffman was able to sell that company far sooner than he'd imagined, and when

he did, every employee got a cut because every employee had equity. Chris was able to buy a fully furnished home for his mom in Florida and surprised her with it — and Hoffman was even there to witness her reaction.

After selling the company, when employees were asked why they never quit, they said, "Because we've never worked at a place where our mission was also your mission. You told us straight up that you want our career here to be a path to *our* success, not yours."

Design Yourself Out Of A Job. The goal is to have a team so talented and empowered that there are no problems. The day Hoffman realized that was the day he walked in and had nothing to do. At first, Hoffman felt sad until his team told him: "Every phase of the company is working. Sales is crushing it. Ops is crushing it. Product is crushing it. We don't need you right now. You hired the best people. You trust us, you empowered us, and we're killing it." Half-jokingly, Hoffman asked if he was fired. "They said, 'You're promoted. We want you to go back to being chief dreamer,'" Hoffman recalled. "I realized then I had it backward. I thought I was important when my phone rang. But if you're a really good manager, your phone doesn't ring when you're at the beach because the company is so well-designed, and your people are so talented and empowered that nobody needs you anymore."

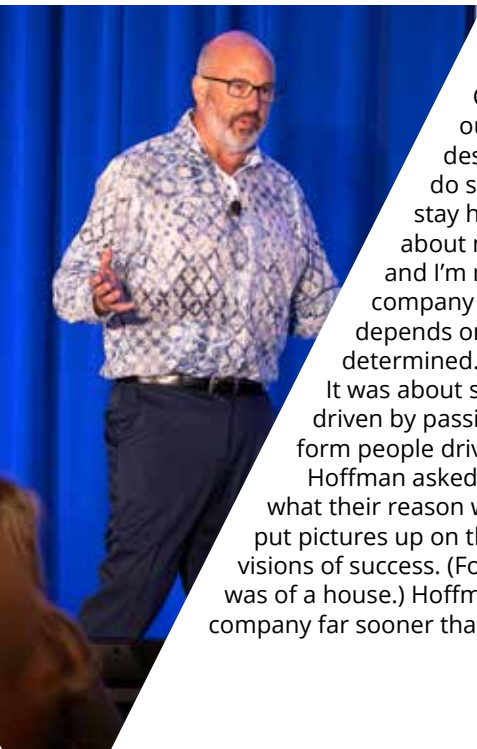
Build A Culture Of Values. Build a company where the best people in the industry all want to work for you and never want to leave. After realizing his job assignment was not to run the company but to build a place everyone wanted to work, he started what he calls "culture days."

"I started asking people, 'How do I make this the best job you've ever worked at?'" Hoffman said. "I told them straight up. 'I want this to be a company you never want to leave. What do I need to do?'"

He found that while rock stars care about money, it's not the most important thing. His companies had a big charity component to it. He also provided experiences for employees such as taking his tech people on a business trip with him to Europe where they didn't have to work. The sole purpose was to give employees an international experience. "Rock stars can get a job anywhere because they're a rock star. They care about experience. They care about impact. They care about a set of values. All these things matter."

Build A Culture From A Set Of Values Your Employees Can Get Behind. Hoffman's culture was built from the values of his employees. Employees were asked to make a list of everything any boss ever did that made them hate their job. They also made a list of anything any boss ever did that made them love their job. Hoffman incorporated their answers into a new employee manual. "It's not rocket science," Hoffman said. "If you do anything on the left side of the sheet, you're fired. And on the right side of the sheet, when you become a manager, do that stuff for other people, because you just told me that's why you loved your job that you had before. That is how we built that culture."

Hoffman used these values to hire people, too. "Could somebody meet a person at your company and say, she's totally one of us or he is not one of us?" Hoffman asked. "If you can't define what one of us is, you don't have a culture. A culture is a set of values that drive behavior that allow people to say, 'He's one of us,' or 'She's not one of us.' That's not a job description. That's a culture."



“*A valuable lesson I learned is if I have enough money to hire five people, instead of hiring five average people, I'll spend all that money on two rock stars and they will far outperform 10 average people.*”

Post Your Culture On The Wall. Your culture should be visible everywhere and written on the wall. Employees were not fired for making mistakes, but they were fired for violating values. This didn't just apply to employees. Hoffman turned down multimillion-dollar deals because the business didn't align with his values.

“What you don't want is somebody saying, ‘I didn't know that was important,’” Hoffman said. “If it's a value, it's on the wall. Build a culture. Even if you are a one-person company, start noting what you care about and what your culture is and start defining the answer to this question.”

Make A Habit Of Info-Sponging Every Day. Your daily habits matter. Just like the best professional athletes practice every day, Hoffman practices at being a better businessperson. To make sure he is constantly innovating and staying ahead of his competition, he schedules time to do what he calls “info-sponging” where he looks at things outside of his own industry.

“I noticed the really successful people take time to see what the rest of the world is doing,” Hoffman said. “They scheduled a few minutes each day to actually pick up shiny objects. I

challenge myself to learn one new thing every day that I don't need to know. It's not in my industry.”

Hoffman challenged the audience to schedule 10 or 15 minutes once a week, or daily, like he does, where you pretend you don't work for your industry. He chooses things that look interesting or make him curious. The goal is to learn one new thing you don't even know why you're learning it and then write down one sentence about it.

For example, he read a story about selling distressed inventory and wrote down the sentence, “Distressed inventory requires a shielded pricing channel.” Another day he read about selling bananas. His sentence had to do with selling perishable commodities. “Think of every piece of knowledge you acquire like a puzzle piece,” Hoffman said. He says by collecting the puzzle pieces and moving them around each day, you can study patterns and figure out what the pieces make. “What happened one day we're in Connecticut putting all these pieces together,” Hoffman said, “and what came out of that was a distressed inventory, perishable commodity yield management-driven sales system. Today, that is a company called Priceline.com and it's worth \$98 billion.”

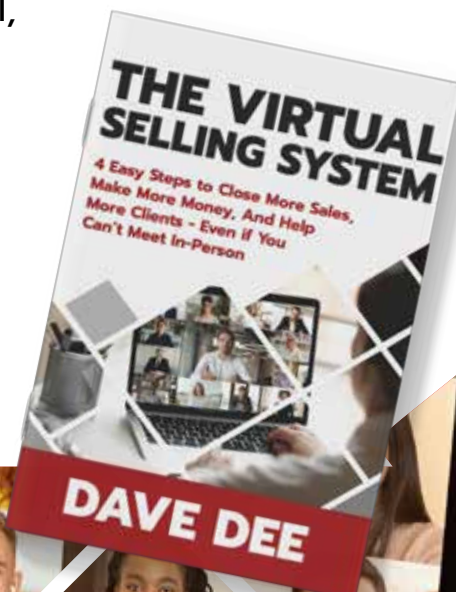
The most important thing is that you can't scale a company by yourself. Hoffman won because he found rock stars he trusted, then he empowered them to make decisions for his company. Spend time finding rock stars and building a team of them. Create a network for when you need it by having conversations with people and assessing them everywhere you go. By learning their story, you might just find a person you want on your team one day. When you hire people, find out what their vision is for an epic life, then focus on how you can help them get it. Lead them by serving and don't be greedy. Build a culture of values and post it on your walls. Follow your curiosity and trust your gut as you search to see what the rest of the world is doing, then be the first to bring it to your industry. Do these things and you'll crush your competition, scale your business, and win in life and business. ■

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6 Keys To Hyper Sales Growth

In 1985, when Jack Daly was 26 years old, his big, hairy, audacious goal was to build the biggest mortgage company in Orange County within five years.

Jack had just moved across the country from the cold Northeast to California with his wife and kids. The company consisted of Jack and the three guys he convinced to come along. His competitors included companies such as Bank of America, Wells Fargo, and Countrywide Mortgage.

Eighteen months after he arrived, through organic growth only with no acquisitions, his company had 22 locations across the United States and employed 750 people. He made \$42 million in profits in the first three years.

Six times, between the age of 26 and 46 years old, Jack grew his companies to national size. He's also repeatedly helped others grow their companies at a frenetic pace. With a remarkable 30-plus year track record in sales, he's been called the best professional sales trainer in America. A world-renowned speaker and bestselling author, today he is making a difference in the lives of those in sales and sales management.

During a recent Technology Marketing Toolkit Producers Club peer group meeting, Daly spoke about how to create hyper sales growth in your business. "Every company starts small," he said. "All six of my companies started with one guy, me. A small company, but they grew at an incredible pace."

The following strategies from Jack are designed to send your business into hyper sales growth.



1 Know What Your Vision Is. When doing one-on-one CEO coaching, the first questions Daly asks are, “What’s your vision?” and “What’s your company going to look like when it’s done?” Daly says, “Steven Covey said it better than me: ‘Begin with the end in mind.’ I can’t get you there unless you know what there is. What is your company going to look like five years from now? Ten years from now? What’s your revenue and MRR going to look like? How many salespeople are you going to have? How many locations are you going to operate in? How many states are you going to be doing business in, and what’s the timeline for getting there? What are the obstacles? How are you going to wrestle those down? How are you going to fund it? All those types of things you need to be wrestling down now, not later, and not figuring it out as you go along.”



2 Put Key People In Key Spots. There are only so many hours in a day and only so many calls a single person can make. Daly says if he were to come into your company to grow it, one of the first things he’d do is recruit and hire salespeople, teach them the sales systems and processes that work, and put someone in place to grow the team. “If you want to grow your sales, grow your sales force in quantity and quality,” Daly said. “The key is to have somebody who grows that sales force, and for a fast-growing company, the most important position in the company is whoever is growing that sales force.”



3 Build Your Culture. As Peter Drucker said, “Culture eats strategy for breakfast.” Daly recommends you reserve a percentage of your time creating an “environment where people enjoy coming to work rather than have to go to work.” He says, “I hear business owners talking about how ‘our people are our most important asset,’ blah, blah, blah. But how much of your time is spent on the culture side? Create a magnet force where people absolutely want to go to work there.”



4 Create A Sales Playbook. It’s critical to have a sales playbook. Figure out the best way to sell what you offer, build the systems and processes around that best way, then have your salespeople practice those systems and processes. Do that, and you’ll kick your competition to the curb. “There’s no mystery as to what the right processes are to be successful as a salesperson,” Daly said. “But 98 out of every 100 businesses cannot produce a sales playbook. If you don’t have a sales playbook, what that means is that each salesperson you have will be doing it their own way.”



5 Focus On High Payoff Activities (HPAs). Focusing on HPAs will help you generate more business with less work. “The overwhelming majority of owners, CEOs, and business leaders are not in the right column,” Daly said. “You’re spending too much of your time on things that are not going to give you the greatest return on investment. Be very protective. Your time is money.”

Not only should you identify your HPAs, but you should also identify what your salespeople’s HPAs are. “Identify what the high payoff activities are for a salesperson,” Daly said. “Anything a salesperson is doing that is not an HPA, get rid of it. If you could do this and move this person to spend 100% of their time [on their HPAs], you have the opportunity to double your sales

without adding another human being to your organization.” Three ways to get rid of the non-HPAs are to get somebody else inside the company to do it, hire someone outside the company to do it, or just stop doing it.



Differentiate Your Company From Everyone Else.

In Daly’s sales training, he frequently hears sales representatives say the reason people should do business with their company is that they are experienced, knowledgeable, and competitive and deliver good customer service. These are poor reasons because, as he points out, your competitor will say the same thing. Therefore, it’s crucial to figure out how you are uniquely better and different from everyone else, then make sure your salespeople know this, too. “You don’t think [your competitors] are going to come in and say, ‘We don’t have any experience. Nobody knows anything here. Our service sucks. We’re the highest price,’” he said. “If you don’t know how to differentiate your company to make it easy for me to choose you, then how are your salespeople supposed to do that?”

The above tips have contributed to small organizations growing into some of the most successful, largest, and wealthiest. But for them to work for your organization, you’ve got to do them. Remember that every organization starts with just one person. To build a world-class business, get the right people in place and build a sales team. If you made a mistake with whom you’ve hired, the first thing to do is clean house of the people who don’t belong there. Hire slow and fire fast. And because the best salespeople are happy where they are, always keep a list of good salespeople and actively be recruiting by courting them. Create attractive bonuses for employees who refer a good salesperson and develop exciting sales contests, weekly, monthly, and quarterly, to incentivize them to sell more. “These things will really move the needle,” Daly says. “But for this to work, you’ve got to take action.”

For more tips from Jack Daly, check out the resources at JackDalySales.com. ■

To get more sales strategies
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and watch this video
of Jack when he
presented at a recent
**Technology Marketing
Toolkit** conference.

How To Create An Emotional Connection In A Digital World



When is the best time to invest in your customer experience? Eighteen months ago. When is the second-best time? NOW! Now is the time to make your organization's customer experience your single biggest competitive advantage.

You and your company are either an expense that can be found cheaper somewhere else, or one of the few businesses that customers can't live without.

In order to be the brand customers can't live without, you need to focus on creating an emotional connection on every interaction with your customers. Here are seven ways to create an emotional connection with your customers.

1. Focus on the micro moments.
2. Address the relationship deficit.
3. Avoid empathy fatigue.
4. Make your customers feel something.
5. Find the conversation gifts.
6. Utilize relationship hacks.
7. Justify a relationship tax.

1 Focus On The Micro Moments.

Too many companies and employees think if the results/outcomes are achieved, the customer will be happy. However, there is scientific proof that outcomes have the least to do with customer loyalty. The order was accurate, my steak was prepared medium rare, my tooth no longer hurts. Those all better happen, but by themselves, results and outcomes are a commodity.

Customer loyalty is a result of consistently delivering on the micro moments, at each touchpoint, whether a customer calls, emails, checks in, or needs support. Were your employees knowledgeable, empathetic, patient, passionate about their job, easy to do business with, and willing to make it right?

2 Address The Relationship Deficit.

Technology has made it easier for us to navigate through our busy lives, but it also erodes the fundamental element of human connection. When communicating digitally, it can often lack a human touch, which creates a sterile transaction and lack of emotional connection. Today, being forced into a virtual world is adding to these unintended consequences, which we call a relationship deficit.

As we've been forced to practice social distancing, people have realized how much they crave human connection. Not being able to dine with friends, see family members, or interact with coworkers has put a strain on the human spirit. That is why the businesses that create emotional connections will dominate.

In the first business I started, John Robert's Spas, some of the hair stylists are the most talented technicians on the planet. And there are other ones who are pretty good but technically can't hold a candle to the first group. Yet some of the less technically talented hair stylists are completely booked out for weeks, way more than the more talented ones. Why? Because of their relationship-building skills.

3 Avoid Empathy Fatigue.

Empathy fatigue usually occurs in industries that constantly deal with customers who have high emotional pain, like funeral homes, behavior therapy, or oncology. However, with today's world, every business is dealing with customers who have high stress and anxiety. This can cause our employees to feel emotionally and physically drained, which leads to a diminished ability to empathize or feel compassion for others. That is why as leaders, we have to constantly help our employees reenergize, rejuvenate, feel appreciated, and understand the critical role they play in their customer's lives. This not only results in the customer feeling better, but also the employee will be less likely to burn out.

4 Make Your Customers Feel Something.

The No. 1 best customer service we can provide is being a positive escape with every person we come in contact with. You have to create an emotional

connection that's so engaging and compelling that the customer literally "feels" something afterward.

What drives today's customers are emotions and feelings, some of which can't be expressed in words and are triggered unconsciously. The most important element in customers choosing whom they buy from is how a brand makes them feel.

So, how do you create such an experience and train your employees to provide it? Examine every touchpoint in the customer journey to see if you have built in the feeling of "cared for" in the journey.

5 Find The Conversation Gifts.

It is all about finding the conversation gift — there is a gift in every conversation. If you look for it, you will see it. By now, most of you are familiar with FORD (family, occupation, recreation, and dreams) and probably have implemented it in your business. Now more than ever, focusing on FORD during conversations, especially virtually, is critical, and it is easy. This helps you find the conversation gift — professionally and personally. Let me show you how.

Many of the clients we work with have easily customized their CRM system to add FORD fields, something you check either before or during an interaction with a customer and update after. I want to show you a fantastic best practice we use at The Dijulius Group, and many of our clients have started doing the same with great results. Even though we have the FORD fields in our CRM system, we strongly recommend that when you are at your computer, you use a FORD tablet (see below).

Name _____	Company _____
Title _____	Home/Fax _____
Mobile _____	LinkedIn _____
Email _____	CRM Research _____
FORD Call to Action _____	
Business Call to Action _____	

This FORD tablet not only helps to collect key customer intelligence during calls, but it is also a great tool to prep for a call. Now, for any scheduled calls/meetings I have on my calendar, I will do a little prep before the call. Typically, first thing in the morning, I will fill out what I already know from what I may remember, what we have in our CRM system — like the city where they live — any FORD already documented, and their past purchase history. It reminds me to do some recon on

LinkedIn for mutual connections we have and where they may have graduated from.

Then during the conversation, I just write down any additional info that comes up. Using this and paying attention, I always find the conversation gift that allows me to follow up with something. Many times, it could be a link to an article or video of a topic we discussed, an introduction, or some great restaurant suggestions for their upcoming trip. It takes less than 30 seconds to do post call. You can see the rest of the FORD tablet has space available for the business discussion and call to action needed.

Videoconferencing calls are so much better than the old traditional conference call. Recently, I was on a Zoom call with someone I had never spoken to before. There was so much FORD info in plain view behind him — his diploma, a photo of his wife and kids, and his favorite sports team. This type of info allows for the conversation gift follow-up.

6 Utilize Relationship Hacks.

Many little investments in relationships are key to building that emotional connection. I learned a great relationship hack from reading Adrienne Bankert's new book, "Your Hidden Superpower, Kindness." Adrienne talks about taking a few minutes to video text people, instead of just texting them, and the power of it. So, I tried it, and to my amazement, it was fast and easy, and the responses I got were incredible. I have always texted my employees on their company anniversary dates to thank them. Now I send a video text instead, which actually takes less time than typing and has a significantly larger impact. I am trying to force myself to think before I text anyone — employees, my sons — would this be more powerful as a video message?

7 Justify A Relationship Tax.

What if your business started charging every customer an additional 5% relationship tax that was non-negotiable? This is a great exercise to do with your employees. Tell them you are implementing a relationship tax Jan. 1. The tax is for the relationship they have built with every customer during each interaction. Ask them what will they do as a result to ensure no customers complain about the new relationship tax?

Typically, the answers employees come up with are simple ideas they realize they should have been doing all along. When you can justify the relationship tax, without actually charging for it, you start becoming irreplaceable in your customers lives.

You absolutely can become the brand customers can't live without by training your employees to create an emotional connection every time they interact with your customers.

The organizations who understand that the human touch is the most important part of any experience — especially a great customer experience — will flourish. ■



John Dijulius, best-selling author of five customer service books, is the chief revolution officer of The Dijulius Group and works with the top brands in the world on customer and employee experience.

18 Laws

Of Success From ‘Shark Tank’s’ Robert Herjavec

Serial entrepreneur, investor, television personality, and Ferrari race car celebrity Robert Herjavec has lived the classic rags to riches story. Today, he is one of North America’s most recognizable business leaders. But if you look at how the self-made multi-millionaire started off in life, you never would have imagined he’d end up where he is today.

Born in Eastern Europe, Robert arrived in Canada on a boat with his parents after escaping Communism in the former Yugoslavia. “My dad escaped from jail in a communist country and grabbed my mom and me, and we came to Halifax when I was 8 years old,” he said. Arriving with \$20 and one suitcase between the three of them, they took a train to Toronto and lived in a friend’s basement for 18 months.

In his new country, he experienced a difference in economic classes and discovered for the first time that compared to everyone else, they were extremely poor. He spoke no English and was often bullied for his accent and unstylish clothing. To earn money, he delivered newspapers and waited tables in the 1990s. From those early jobs, he discovered that the relationship with your customer is the most important relationship.

He credits Warren Avis, founder of Avis Rent-A-Car, for showing him his potential as an entrepreneur and for helping him realize that he couldn’t be successful without help from others. “He was the first person to tell me that I was way (and I mean WAY) off base in my approach to sales, and I’ve never forgotten the lesson,” Robert wrote on LinkedIn. “At the time, he took me to the window in our office and asked me to look at the hot dog vendor selling at the edge of our parking lot. He told me that I was acting like the vendor — pushing product and doing all the work to make a living. He followed that statement with, ‘You need to be the guy supplying the dogs to all the vendors if you ever want to scale.’” When Robert left Avis at 25 years old, he received a \$60,000 payout. It was the biggest check he’d ever seen, and at the time, he thought it was the most money he’d ever make.

He got his start in technology after applying for a job selling IBM mainframes for a start-up company. Although he had zero

qualifications, he convinced the founder to hire him by offering to work for free for six months. He eventually rose to become the general manager of the company. But when he was fired shortly after, he used that as his motivation to start his first technology company, BRAK Systems, out of his basement. BRAK quickly became the largest internet security firm in Canada, which he then sold to AT&T Canada (now Allstream Inc.) for \$30.2 million in 2000. After selling BRAK, he became vice president of sales for RAMP Network, where he helped facilitate the sale of RAMP to Nokia for \$225 million. Receiving options for his help, he became a stay-at-home dad for three years before founding the Herjavec Group in 2003.

Today, the Herjavec Group is recognized as a global cybersecurity operations leader, specializing in managed security services, compliance, identity services, and incident response for governments and enterprises. A \$200 million company, his goal is to build it into a billion-dollar company.

Every book he’s written — “Driven,” “The Will to Win,” and “You Don’t Have to Be a Shark: Creating Your Own Success” — has appeared on the bestseller’s list. Millions seek his business advice as seen on TV, in print, on the radio, and in digital media — including as a LinkedIn influencer. He shares his business expertise with other entrepreneurs as a leading Shark on ABC’s Emmy Award-winning show “Shark Tank.” He also invested in “Dragons’ Den,” a Canadian reality show that’s similar to “Shark Tank,” and participated in the show for six seasons prior to becoming an investor on “Shark Tank” in 2009.

From a poor kid with broken English and nothing more than \$20 in his pocket who didn’t even know he could own a business to starting up technology companies worth hundreds of



Shark Tank's, Robert Herjavec, At The 2018 IT Sales And Marketing Boot Camp



millions of dollars and bankrolling entrepreneurs' inventions, his drive to achieve has led him to the fulfillment of a better life for himself and his family.

We sat down with Robert to get his advice on how he did it and how you can, too. Here are Robert's tips on how to create your own rags to riches story.

1. Use Your Failures To Pave The Way To Success.

Robert attributes his success to learning from his own personal failures and being resilient, saying, "I'm a big believer in falling down seven times, but getting up eight." He also believes that you create your own success and that the only thing the world owes you is opportunity. "People always think success comes easy, but if you are an entrepreneur, you know how much hard work goes into your business," Robert said. "Being an entrepreneur always comes at a price. The key is to use every challenge that comes your way as a source of motivation."

2. Learn To Sell.

The difference between really big companies that grow and really small companies that stay the same size is sales. "My biggest challenge when I started out was that I was a very geeky technical guy, and I knew nothing about sales," Robert said. "And I thought that as long as I was great at what I did, the world would beat a path to my door." But that didn't happen. Fortunately, when Robert was 23, his friend, Ross Marsden, who at the time was a global VP of sales for HP, took him aside and told him that despite knowing the

"Today we do what others won't so that tomorrow, we can accomplish what others can't."

-Robert Herjavec

technical side extremely well, if he didn't learn sales, he'd never be successful. "That was a wakeup call for me," Robert said.

3. Love What You Do.

Building a business requires a lot of time and hard work. If you don't love what you do, you'll put off what needs to be done. Robert enjoys his work so much there's almost nothing he'd rather spend time doing. "Fundamentally, I owe my success in business to the fact that I really love what I do," he said.

4. Show Up.

While investing in yourself through coaching, attending events, and so on takes time, Robert says you must make the effort. "The key to success is to show up," Robert said. "If you don't show up, you can't win."

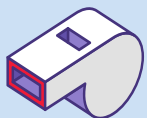
5. Put A Sales System In Place.

Business owners who don't have a sales system in place will not be able to scale their business and are at risk for

going out of business. When looking to invest in a company, Robert takes the business owner out to dinner and asks them questions to see how good their business is. "One of the questions I always ask is how do you guys get customers? How do you guys find new business?" Robert said. "And if the answer is anything along the line of word of mouth, I'm like, 'Yeah, these guys aren't going anywhere.' Because you know who uses word of mouth or thinks that's how sales are done? It's people that don't know sales. Word of mouth is very difficult to scale, and it's not in your control. **Sales is not a foreign object that controls you. Sales is an extension of what you do.**"

6. Reject Mediocrity. To make a lasting impact in your field, the most important decision you can make, according to Robert, is to reject mediocrity. Robert says, "The road of mediocrity leads to failure," and "In the long run, 'good enough' is never good enough, whether in our personal lives or in our careers."

7. Outsource What You're Not Good At. If you're not good at making phone calls, outsource someone to do that. If you're not good at follow up, outsource it. Do the things you are good at and outsource the rest.



8. Get Sales Coaching.

As the owner or CEO of the company, you must understand sales so you don't get taken advantage of by someone. The way to get better at sales is by getting a coach. "I used to race cars, and I was an okay race car driver, but I never won a race," Robert said. "I noticed that everybody who was winning races had a coach. How can you get somewhere if you don't know what good looks like? As soon as I got a coach, he got in the car with me and he said, 'Don't do that. That's bad.' And I'm like, 'But it feels good.' And he said, 'Well, do you want to feel good? Or do you want to win races? My job is not to make you comfortable. My job is to coach you.' And I started winning races. You've got to have a coach. You must get better at it. You can never outsource the knowledge of sales. You can outsource salespeople, you can outsource calling or campaigns, but you've got to know it to the degree that somebody can't con you."

9. Stay Hungry. As you become more successful, it's easy to fall into the trap of feeling comfortable and becoming complacent. Always remember that there is another company looking to take business away from you. "One of the hardest things about becoming more successful is success," Robert said. "Because you know what happens when you have a little bit of success? You're not that hungry young person looking to take on the world. You get to a point where you look around, and say, 'I love my Tesla. I love my house. My significant other loves me most of the time. Life is really good.' **Don't forget, there is somebody out there like you were many years ago who wants to take it away from you** ... The bigger you are, the bigger the bullseye is on your back."

To remind him to stay hungry, Robert has a granite sign in his office that he sees every day that reads, "Every day, somebody wakes up with the sole intention of kicking your ass."

10. Always Be Selling. One of the best ways to avoid becoming complacent is to make it a goal to sell something every day. "You can have the best accounting system," Robert said. "You can have the best CRM. You can have

the best tools, but nothing happens until you sell something ... so **if one of your top three tasks every day isn't to sell something, you're going to fail.** You may not fail tomorrow. You may not fail next year. But inevitably, you will."

11. Create A Sales Culture In Your Organization.

While quality and customer service are important, too much emphasis on these and not enough emphasis on sales can be a problem. Robert tells his entire company that every employee is a salesperson and continually repeats this message to keep it top of mind. "We seem to have permeated this culture where as long as we do a great job for our customers, it is just going to work out," Robert said. "And I'm like, 'WHOA, it's all about sales. Everybody in this room is a salesperson.'"

12. When Starting Out, Put All Your Energy Into Sales.

When Robert started his company, he made the rookie mistake of thinking his reputation would bring in business. If he were starting out today, his approach would be to make selling his No. 1 priority. "Our first year forecast was \$5 million in sales," Robert said. "And that was because I had sold the biggest security company in Canada and was a big guy in the security business. My head was this big. I figured, 'I'll put a shingle on the door and people will beat a path to us. We won't have to sell because people know who I am. It will be easy.' We sold \$400,000 our first year. It took us five years to get to \$6.2 million. In the next five years, we got to \$100 million. In the next three years, we got to \$200 million. If I was starting out today from zero, I would put all my energy on sales. I would try to really differentiate what I am and how I go to market. And I would have the confidence that once I got the customer, I'll take care of them."

13. Let Bad Experiences Be Your Inspiration, Not An Excuse.

It's not uncommon for people to shy away from something after having a bad experience. For example, some people say they hate sales or dislike selling because of a bad experience with salespeople. But Robert encourages you to use these experiences as your motivation rather than an excuse for why you don't have a sales system in place or why sales isn't a high priority. "I had a very negative experience when I was 12 years old when this door-to-door salesman sold my mom a vacuum cleaner," Robert said. "She didn't speak any English. She couldn't read English. So, she signed a contract for five years — a layaway plan. The layaway plan was more than our rent. It was really devastating for us." Robert vowed that he would never let his family be in the position to be taken advantage of again. Today, realizing that you'll be extremely limited on how successful you can be without a sales mindset, he uses it as a lesson about how people expect you to sell them something when you call on them. "One of the things we're trying to teach our people is when you call somebody, they know you're there to sell them something," he said. "It's on a subconscious level, but that's why you're calling them."

14. Don't Lose Momentum. You must keep moving the ball forward and driving revenue. "Only the road to success leads to greater success,"

Robert said. "And you cannot go down that road without sales." On the days where he is struggling with a lot to do and

none of the things on his list are sales, he has a mantra to motivate himself. "One of the mantras I always say to myself is 'Constant forward momentum, constant forward momentum, constant forward momentum,'" Robert said. "The only momentum in a company is sales ... There are multiple ways to drive revenue. For example, with existing customers, you can go wider, but it's all in the bucket of sales."



15. Stop Worrying About Selling Too Much.

If your technical people feel like they only have enough bandwidth to fulfill the clients you already have and not enough for more sales, motivate them with a pep talk to let them know that you can't stay the same and hold off on sales — *unless* they want to keep working at the same salary without any benefits or bonuses. "Technical people go to our sales kickoffs and say, 'But what if we sell more? What will happen then? We're struggling servicing the customers we have now, what if we sell more?' My answer to them is: 'Would you like a raise one day? Would you like to make more money? Would you like more opportunity? Would you like more opportunity for your family, for your kids, for you? How are we going to do that unless we grow the company?'"

16. Don't Wait To Start Selling.

Many IT people believe that their product or service must be perfect before they start selling it. But Robert says this is a huge fallacy. "Engineers want to make it perfect before they sell it," Robert said. "True entrepreneurs jump out of the airplane and have the confidence that they'll figure out the parachute on the way to the bottom."

17. Learn How To Sell Yourself First.

More important than your product or service is selling yourself. "On 'Shark Tank,' entrepreneurs have to sell themselves just as much as their business because we invest in *them* ... If whoever you're selling to doesn't like you, they're not going to listen to you ... be the salesperson you'd buy something from."

18. Stay Laser-Focused.

For several years, Robert competed as Ferrari #007 for Herjavec Group Racing in the Ferrari Challenge North America Series. He achieved multiple podiums and even won Rookie of The Year in 2011. To Robert, building a successful business is a lot like racing cars. "You have to stay laser-focused when driving a car over 200 miles an hour," he said. "And the same approach is required when growing a business in today's world of rapidly changing technology."

Robert's principles are valuable in today's competitive IT environment. His story demonstrates that anyone can succeed if they are willing to take control of their own future. Of course, from our conversation with Robert, it's obvious that getting good at sales played a key role in his rags to riches story. The good news is that anyone can get better at sales. Just like Robert, who admits he knew nothing about sales when he started out, you can become an expert too. In fact, he says there is no such thing as a "natural-born salesperson." In his book, "You Don't Have To Be A Shark," Robert makes the case that "great salespeople are made, not born, and no one in life achieves success without knowing how to sell." Remember to sell yourself first, listen more than you talk, know who the right person is to sell to, understand what motivates your prospect, and keep it simple. And if you're struggling with sales, get coaching and follow Robert's sage advice to get out there and sell something. Your business growth depends on it! ■

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The Science And Strategy Of Getting Past Stalls, Delays, And 'No's To Close The Sale

A little sales humor ...

The entire North American sales force of a leading dog food company was gathered together for their national sales convention. Onstage, the marketing director was giving a performance that any revivalist would have been proud of. Using the old pattern of call and response, he was really working up the spirit of his sales team.

"Who's got the greatest dog food in North America?" the marketing director shouted.

"We have!" the audience replied.

"And who's got the greatest advertising campaigns?"

"We have!"

"Who's got the most attractive packages?"

"We have!"

"Who's got the best ingredients in their products?"

"WE HAVE!"

"Okay. So why aren't we selling more of the product?"

One bold voice from the crowd replied, "Because the darned dogs don't like it."

So, there are objections and then there are **OBJECTIONS**.

Most of the questions I get about selling and closing are simply about this ONE topic: **How do I handle objections and sales resistance? What should I do, what should I say, and how should I respond?**

The bottom line is that prospects are far more likely to say "no" than "yes" for a wide variety of reasons that don't necessarily have to do with money. Just ask any sales rep why they aren't hitting quota (or why they haven't closed a particular sale), and you'll often hear the list of sales objections they're running into and can't overcome: They're not interested. They're already in a contract. They don't want to spend money. They're broke. Our prices are too high. It's the holidays/beginning of the year/summertime/etc., and people aren't buying right now. The gatekeeper is blocking me. They need to think it over. They aren't ready to move ahead right now. They need to bake a cherry pie. (That is an actual objection I got once as to why someone couldn't make a decision at that moment, and after all, the result was the same: no go on the decision.)

That's why I think handling and overcoming objections is the single most important skill a sales professional can master. Not value building, not asking questions, not building rapport. So, let's attempt to tackle this vast but critical aspect of sales.

Is It Really A Sales Objection?

When I quiz a room of businesses as to what their single biggest sales objection is, I always get "not interested" as one of the first answers. So, the first point of clarification you need to understand is that "not interested" is not a *sales* objection but a *marketing* objection.

Marketing's job is to properly prepare and develop the interest in a prospect so selling can begin. This is a BIG reason why so many salespeople struggle. They waste their time trying to sell to people who are not interested and/or who are not properly prepared to engage in a sales presentation. They confuse courtesy with genuine interest.

If you're talking to a prospect about what you do, and they tell you they aren't interested, your problem lies in your *marketing* strategy. Yes, many salespeople conduct cold calls as a means for "marketing," calling it prospecting, and therefore see it as a sales objection. I contend that it is not. They are essentially trying to use selling to do the job that marketing should be doing — and pure cold calling in the absence of marketing is a really crappy marketing campaign.

In my organization, the SDRs (sales development reps) are part of the marketing team and fall under the marketing budget. They're doing the job of calling our list of unconverted leads to find those prospects who are interested in talking to us RIGHT NOW about our services. If they get a "not interested," I instruct them to say thank you and call the next prospect. We're not trying to turn a lump of coal into a diamond through pressure. It's better to keep digging until they find the existing diamonds in the mine.

Ultimately, the purpose and goal of **marketing** (and, more accurately, marketing *systems*) is to create offers and communications that move a prospect from "not interested" to "interested." Sometimes that happens fast. More often, it's a drawn-out process of warming up slow-maturing prospects,



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moving “maybes” to shy “yeses.” This is especially true when selling complex, expensive solutions that have real consequences if a bad decision is made.

Therefore, to properly create an objection-handling process or script, we have to *start* with the correct premise that the person we’re talking to is an individual who has shown some genuine level of interest in what we sell and is qualified, meaning they have the ability and authority to buy. Of course, defining what makes a lead “qualified” or not is where a lot of managers and salespeople have arguments. The sales rep insists the prospect they called on wasn’t qualified because they were broke and didn’t have the budget. The sales manager argues that EVERYONE is “broke,” and it’s the sales rep’s job to help them see the value and develop the need, convincing the prospect to FIND the money. But for the purposes of this article, let’s assume the prospect we’re talking to is both interested and qualified to buy.

The 5 REAL Reasons A Prospect Won’t Buy

When you get right down to it, there’s only a handful of *real* reasons a **qualified** prospect, with an actual need and genuine interest, won’t buy. They are:

-  **They don’t believe you or trust you.**
-  **They don’t like you.**
-  **They don’t see the value (and think they can get it cheaper elsewhere).**
-  **They don’t have sufficient need/urgency/pain to buy right now.**
-  **They don’t have the money and truly can’t afford it.**

You can’t do anything about No. 5, and you may only be able to have a slight impact on No. 4. But you can directly address Nos. 1, 2, and 3. Keep in mind that if a prospect has agreed to meet with you, there is some level of interest.

But here’s the **biggest** problem: Prospects often don’t really know and can’t articulate why they are hesitating to buy. Often, there’s something causing them to pause that is nothing more than a feeling. Saying “yes” doesn’t “feel” right. They don’t have a “sense” of urgency, and when a prospect is uncertain or uneasy, they put the brakes on because saying “no” feels safer and less stressful than saying “yes.”

So, if you want to succeed at selling, you need to deeply understand the five core objection categories from above and build objection-killing strategies, tools, and materials into your sales process from the very beginning.

The Best Way To Overcome Objections: Kill Them In Advance

One of the biggest disservices done to salespeople by sales trainers is training them how to overcome an objection when it’s handed to them. At that point, you’re arguing with a prospect. The prospect says, “Your price is too high.” Now what? “No, our prices are fair and just! You get what you pay for, dum-dum! We’re a **steal** for what we charge!”

Yes, you can ask a prospect to explain why they’re saying that, tell a story, use the “feel, felt, found,” approach, etc. But really, the *best* way to overcome sales objections is to **build objection-killing strategies into your sales process so you bring those objections up and handle them BEFORE the prospect even has a chance to utter them.**

For example, protesting your fees is a universal sales objection everyone deals with. Knowing that, I’m suggesting you create marketing pieces and sales scripts/questions/processes to address explaining your fees (and justifying them) well in advance of the proposal stage, so you control the conversation and can redirect and prepare the prospect for the final fee.

Of course, what most businesses do is avoid talking about price altogether (due to their discomfort and uncertainty with the topic) and hope the prospect won’t notice they aren’t the cheapest firm in town or won’t breach the “what do you charge” conversation. Worse, the first time a prospect sees what your fees are is when you email them a quote. *Dumb.*

While I wouldn’t lead with price, I would, early on in the sales process, bring up “price” to see where they are in relation to what you charge, long before doing any assessments and *certainly* before doing a proposal. (Side note: I believe a proposal should be a written agreement of what you’ve already discussed verbally, not the starting point of the negotiations.)

A rough example: “Prospect, the good news is that we solve the problems you’re dealing with every single day. However, before we get too far down the road, I want to let you know our fee structure and how we work with our clients. Most of our clients that are your size and with similar needs spend anywhere from \$X and \$Y per month. Is that entirely out of the question for you?”

You’ll notice I didn’t ask, “What’s your budget?” or “What do you want to spend?” Prospects hate questions like that because they don’t know or don’t have a budget; they fear you’ll use it to overcharge them; or they’re afraid to look foolish by giving too low or too high a number. Further, it’s not the prospect’s job to name the budget. That’s your job. You’re the expert. So, it’s up to you to tell them what they should be spending, not for them to tell you a budget and you work around it.

I would also make sure you have marketing pieces such as free reports, testimonial books, videos, and FAQ guides that explain *why* you are worth the extra money, so the prospect can know you’re not the cheapest and why before they even sit down with you in a sales meeting.

A Final Word Of Advice

Sales objections are nothing to be feared, and you certainly can’t eliminate them altogether. Often, the prospect you’re talking to is just not ready enough to buy, and that’s okay. Just make sure you don’t let a not-ready-to-buy prospect wear you out with meeting after meeting, wasting your time preparing and revising proposals.

Further, a “no” doesn’t necessarily mean “absolutely **no**, forever and forever.” They often mean “not right now,” or the prospect may actually need to sit on making the decision for a bit. If your marketing is working and you have sufficient deal flow, you’ll take the “nos” a lot better and won’t be as desperate and needy, which will, in turn, make you a more confident, relaxed sales pro. ■

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- How using George Costanza’s marketing secret will leapfrog you over your competitors. (This principle is shockingly simple, but only the bravest of the brave will ever use it. See if that’s you when you tune in.)
- The ONE THING that will make you the preeminent authority and go-to professional in your target market. (Do this, and you’ll immediately escape the commodity trap. Again, this is more important than ever for thriving now and in the future.)
- The three biggest mistakes that kill webinar results and what to do instead. (Almost everyone makes these mistakes. Fix them, and the number of appointments you get will skyrocket.)
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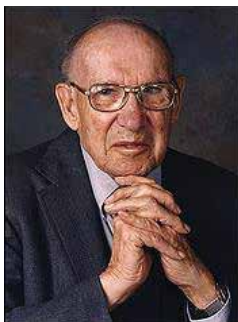
Dave Dee has been helping entrepreneurs sell more of their products and services for the past 25 years. Known as “The King Of One-To-Many Selling,” Dave is a master of showing business owners how to craft and deliver group presentations that convert.

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“The best way to predict the future is to create it.”

-Peter Drucker



“Success isn’t about how much money you make, it’s about the difference you make in people’s lives.”

-Michelle Obama



“Success is the sum of small efforts, repeated day in and day out.”

-Robert Collier



“Success depends on employees. For me knowing and connecting with my employees is very important.”

-Divine Ndhlukula



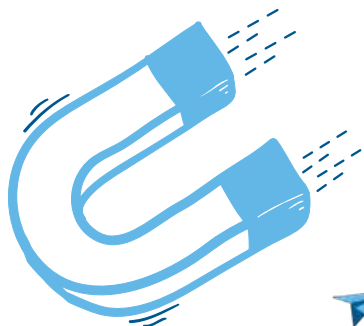
“Mistakes will not end your business. If you are nimble and willing to listen to constructive criticism, you can excel by learning and evolving.”

-Meridith Valiando Rojas



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The Most Dangerous Number In Any Business



Recently, Apple announced new privacy changes that would allow users to opt out of data collection on apps like Instagram and Facebook as well as email marketing changes that would prevent marketers from using pixels to collect information about delivery and open rates, thereby making it difficult or even impossible for tracking and retargeting. The internet marketing gurus of the world spent a good deal of time gnashing their teeth and wailing about how this was going to end online marketing as we know it. Silly.

Of course, this is nothing new, and stricter data privacy laws are going to give marketers who live and die on this information and functionality a digital headache that is only going to get worse, which brings me to my point:

The most dangerous number in any business is ONE.

ONE marketing method that brings in all the customers. ONE salesperson who can sell and close. ONE client that represents a majority of your income. ONE media platform (like Facebook) that hosts your entire client base. ONE vendor that provides critical functionality to your business operations. ONE source of income. ONE investment. Any time you are dependent on ONE critical person, vendor, method or source, you are skating on thin ice, asking for trouble, and tempting fate and Murphy's Law to wreak havoc on your business.

Many of the internet marketers today haven't taken a *recent* history lesson on how fax broadcasting became banned and illegal, shutting down entire businesses overnight that depended on it for all communication with their clients. This also happened with infomercials: They were banned by the Federal Communications Commission until

1984, when Reagan lifted the laws against them — a very rare occurrence of government deregulation.

Before spam filters existed, it was easy to get an over 90% delivery and open rate. Today? You're lucky to get 20% to open your email and 2%–5% to click through. For years, I had my internet marketing colleagues call me stupid for gathering snail-mail addresses, phone numbers, and company names on lead forms. They insisted it was a bad idea because it suppressed conversion (truth). But where are they now, with 80%–90% of their emails never even getting through and no other way to identify or communicate with the lists they built of unconverted leads? Their "one" means of communication has now disappeared, and they've got no other recourse.

This is the same warning I have for small-business owners who run their *entire* business on Facebook or Instagram. These are platforms they don't own and can't control. What if Facebook suddenly decides it doesn't like you or your group and shuts you down? What if it becomes regulated to the point where you cannot host such groups anymore? Or what if Facebook decides to start charging per member or becomes prohibitively expensive to advertise, like it has in many cases for Google AdWords?

Of course, most small-business owners don't want to think about these things. Such problems are unpleasant, and sufficient are the demons they're slaying today, without having to worry about what's hiding under the bed out of sight — but *worried* you must be.

You *can* lose that star salesperson or tech to a competitor, illness, or personal crisis. You *can* lose that loyal-to-the-end client who LOVES you to a merger or acquisition



or change of ownership. No one predicted COVID-19, yet it wiped out entire industries in *weeks*. As an event company, we had a big bite taken out of our hide, but we had already been doing quasi-virtual events and streaming for over five years at that point, so we were down but definitely not out. We also had other sources of income and ways to sell clients other than in-person events. Many of the vendors in the channel who sponsor our events and others were completely lost, unable to get clients because in-person events were their ONE way of securing new clients. We all hide behind the “It won’t happen/can’t happen to me” belief ... until it does. *So, what can you do about it?*

1 **For starters, identify all the critical “ones” in your business and start working on putting in place Plans B, C, D, and E,** reducing the dependence on it/they/them. Over the last 10 years, I’ve been working on building a highly competent executive team that runs different departments of my organization, removing me from being a “one” in any area. While I still have some “ones,” they are nowhere near as bad as they once were, but they’re constantly cropping up and needing to be dealt with as the business grows. Nobody is “irreplaceable” in business. Sure, some are harder to replace than others, but you must not allow yourself to be trapped and held hostage by the critical “one.”

2 **Second, do what you can to avoid ALL known risks and disasters.** While we cannot foresee and avoid ALL crises and bad things, we certainly can do things that mitigate or reduce our chances. A person who smokes three packs a day, takes no exercise, drinks

their breakfast, lunch, and dinner, and is as miserable as an old rattlesnake might never get cancer, but they certainly aren’t doing themselves any favors by not avoiding those behaviors.

Employees are a big, giant source of risk in every business, so put time and effort into learning how to recruit and hire good people and screen the bad ones. Develop real leadership skills and a code of conduct that you stick to religiously. Monitor constantly for compliance and quality work, and never tolerate an employee who is undermining you in any way, be it insubordination, bad attitude, sloppiness, or outright illegal behavior. You cannot afford it, no matter how good they are at their job or how desperately you need them. As I’ve often said, sour milk never turns fresh, and you get what you tolerate. Get ahead of the problem by constantly recruiting for “A” players so you can pick and choose the best rather than desperately search for a body to fill a position when you need it.

3 **Another source of risk for many businesses is not having the ability to generate sales on demand.** They have no list, no marketing systems, no CRM, no pipeline of opportunities, and no productive campaigns in place to quickly generate income if they need it. They dangerously rely on the “one” source of referrals that is fickle and unpredictable at best, thereby carrying unnecessary risk. Hear me on this: You do NOT want to do marketing only when the mood strikes or you’re desperate. If you do, you’re constantly starting over from scratch and needing twice the money and three times the effort to get it to where it could be with a steady, constant focus. A pot of water is brought to a boil much quicker if left on the stove to simmer rather than building a fire under an ice-cold pan from scratch.

Closely tied to that is carrying too much debt and insufficient emergency funds. I personally recommend my clients pay off all debt, including their home; have at least one year’s income stashed away in **cash** they could easily access without dipping into investments; and be fully capitalized with two to three months of operating expenses in retained earnings, in easily accessible cash, and sufficient recurring revenue to cover their expenses in ADVANCE of the month. This is all prevention for events like COVID-19 that hit you out of the blue. It also helps if you find something or someone you want to invest in on a moment’s notice. Living too close to the edge of your finances is a risky, stressful ride that can be avoided with intention and planning.

There’s enormous resistance to implementing these risk-mitigation strategies, particularly if you’ve never experienced a major disaster in your business and things are going “well.” There’s also the big temptation to simply find a “one” who can do it all. The one great tech, the one great salesperson, the one great client. These are easy buttons that can lull you into complacency and laziness, but if your goal is to build a sustainable business, you must figure out how to build safety net after safety net so you are not beholden to the easy “ones” in your business. ■



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3 Ways To Get FREE Leads From LinkedIn



Mike Stodola

Chief Marketing Officer at Technology Marketing Toolkit

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Connect

I have a love/hate relationship with LinkedIn.

It has amazing data and targeting options, especially for B2B marketing.

But their ad platform, in general, stinks and tends to be pretty expensive.

But ... they have things like message ads and conversation ads, which are really cool and work surprisingly well.

All this baggage, though, is probably a conversation that's better left between my marketing therapist and me.

Today, I'm going to show you three ways to get FREE business from LinkedIn.

First, though, we need to realize that even though LinkedIn is really a B2B social networking tool, the keyword here is still "social."

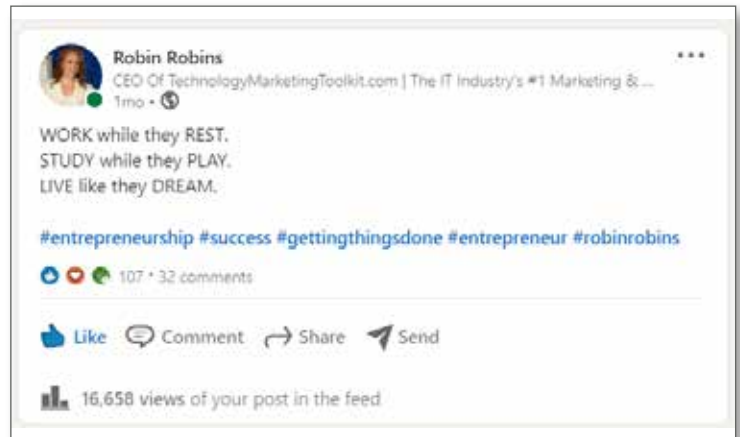
This means that your personal profile and updates you write personally will get a broader reach and more comments, shares, and attention than anything you do for your business.

For instance, Robin Robins' LinkedIn profile has nearly 18,000 followers.

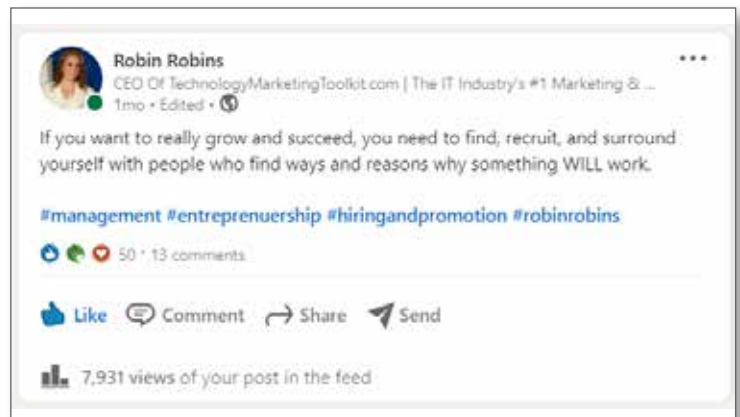
Technology Marketing Toolkit has an anemic 2,755 followers by comparison.

"Shark Tank" star Robert Herjavec has 43 times more people following him than his company, The Herjavec Group.

An Inspirational/Motivational Quote



A Business Philosophy



A 'Truth'



This Brings Us To LinkedIn Business Booster 1

Post on your personal LinkedIn profile regularly.

I'm not saying you shouldn't be posting on your company profile, because you should!

But don't ignore your personal profile. Make sure you're putting something there at least three times a week.

Some good things to post are an inspirational quote, a business philosophy, or a "truth" that you believe.

Here is an example of each.



When you write a post of any kind, make sure to add a few lines of space and include up to five relevant hashtags.

LinkedIn Business Booster 2

Use your "Headline" to attract your ideal client, not simply tell others who you are.

If I went to your LinkedIn profile right now, I almost guarantee under your photo it'll say, "CEO/Founder Of (Your Company)."

This is the most viewed part of your profile because each time you create a post, comment on a post, or someone sees your main page, that's what they see.

Instead of telling the world about that first, why not do what Technology Marketing Toolkit Producer's Club Member Ross Brouse does and use that space to attract your ideal client?



Even something like "Manhattan's Premier IT Firm For Small To Medium-Sized Law Firms" is GREAT.

Decide if you want to brag or you want business.

(As a side note, we consciously changed Robin Robins' profile to position her as a thought leader and CEO in the space we're in AFTER she hit about 15,000 followers instead of using the formula above. Hit 15,000, and then we can talk about what you should do.)

Here's another example from outside the industry:



See how his headline shows "I Help Solopreneurs Grow To 30K Engaged Followers In 12 Months"?

We hired Gary as a consultant because I saw this exact headline. I guarantee I would not have hired him if, instead, he used that space to say, "Founder/CEO Of Blooming Bound | LinkedIn Strategist."

That would have meant nothing to me. Instead, he got thousands of dollars from us for consulting (and it was well worth it!)

LinkedIn Business Booster 3

Pretend your background photo is a billboard on a highway that your ideal clients travel down each day that you're actually PAYING for.

Is your current background what you'd want people to see? Most backgrounds for personal profiles that I see are, at best, a logo from their company and, at worst, a stock photo or image that has no way of ever getting any business.

Use This Space To Do 3 Things:

1. Restate your unique selling proposition (USP)
2. Tell people what to do to take the next step
3. Give them your website URL or other ways to connect with you

Here's an example of Robins' post that does all three of those things.



While there's a lot more you can do with LinkedIn, these three items would at most take about an hour, one time, to update your background and headline and then maybe 10-15 minutes a week to create at least three personal posts.

Start here and stay consistent, and you will get more views, referrals, calls, messages, leads, and even business using these three free LinkedIn Business Boosters!

Want more LinkedIn strategies? Check out "The Secret To Getting More Leads When You Have No List, No Emails, And No Cold Calling" at MSPSuccessMagazine.com/linkedin. ■



Mike Stodola is the chief marketing officer at Technology Marketing Toolkit, where he brings his passion for marketing and sales to its members and customers. Mike founded, grew, and sold two of his own service businesses outside of Chicago before seeking to take his experience to thousands of other entrepreneurs by working with companies that focus on them. In his free time, you'll probably find him eating his way through his new home of Nashville and posting photos of his food-journey on Instagram.



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