

"The Oversubscribed principles and methods have helped us become the world's #1 in our industry in under 5 years."

Michael Carter, CEO, BizEquity.com—the world's largest business valuation provider, completing over 10 million business valuations per year.

OVERSUBSCRIBED

HOW TO GET PEOPLE LINING UP TO DO BUSINESS WITH YOU

SECOND EDITION



DANIEL PRIESTLEY

BESTSELLING AUTHOR AND ENTREPRENEUR

“For the last 30 years I’ve worked on some of the world’s largest events, from mass participation running and cycling events to the Olympics. It’s always a challenge to get a big event to engage with a large audience – this is one of the few books I’ve ever seen that distills powerful ideas and strategies that I know have an impact.”

Chris Robb, CEO and founder of Spectrum Worldwide and CycleAsia

“This book contains powerful ingredients and delicious recipes for succeeding in your business. Savour it!”

Pete Evans, chef, health coach, entrepreneur

“After building an international retail business in three countries with over 1,000 locations I understand the pressure businesses are under to grow and scale. This book is perfect for an entrepreneur, leader or marketing manager to perform at their best.”

**Julia Langkraehr, founder of Retail Profile Europe Ltd,
Bold Clarity Ltd and international speaker**

“I’ve launched and sold over \$5 billion worth of products and I know that successful product sales requires a unique approach. This book shares ideas that will increase your sales and scale your business.”

**Kevin Harrington, celebrity entrepreneur
(Original shark on *Shark Tank*)**

“I read *Oversubscribed* and found myself nodding and reflecting upon success stories that I know or have been a part of. Principles that would take a decade to learn through trial and error are spelled out clearly in this book. Daniel Priestley continues to cement his position as one of the most perceptive, influential, and also, entrepreneurial commentators on the planet.”

**Andrew Griffiths, Australia’s number one business author,
Inc.com featured columnist, CBS entrepreneurial advisor**

OVERSUBSCRIBED

OVERSUBSCRIBED

**HOW TO GET PEOPLE LINING
UP TO DO BUSINESS WITH YOU**

SECOND EDITION

DANIEL PRIESTLEY



CAPSTONE
A Wiley Brand

This second edition first published 2020
© 2020 Daniel Priestley.

Edition History

John Wiley & Sons Ltd (1e, 2015)

Registered office

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex,
PO19 8SQ, United Kingdom

For details of our global editorial offices, for customer services and for information
about how to apply for permission to reuse the copyright material in this book
please see our website at www.wiley.com.

All rights reserved. No part of this publication may be reproduced, stored in a
retrieval system, or transmitted, in any form or by any means, electronic, mechan-
ical, photocopying, recording or otherwise, except as permitted by the UK Copy-
right, Designs and Patents Act 1988, without the prior permission of the publisher.

Wiley publishes in a variety of print and electronic formats and by print-on-
demand. Some material included with standard print versions of this book may
not be included in e-books or in print-on-demand. If this book refers to media
such as a CD or DVD that is not included in the version you purchased, you may
download this material at <http://booksupport.wiley.com>. For more information
about Wiley products, visit www.wiley.com.

Designations used by companies to distinguish their products are often claimed
as trademarks. All brand names and product names used in this book are trade
names, service marks, trademarks or registered trademarks of their respective
owners. The publisher is not associated with any product or vendor mentioned
in this book.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have
used their best efforts in preparing this book, they make no representations or
warranties with respect to the accuracy or completeness of the contents of this
book and specifically disclaim any implied warranties of merchantability or fit-
ness for a particular purpose. It is sold on the understanding that the publisher is
not engaged in rendering professional services and neither the publisher nor the
author shall be liable for damages arising herefrom. If professional advice or other
expert assistance is required, the services of a competent professional should be
sought.

Library of Congress Cataloging-in-Publication Data

Names: Priestley, Daniel, author.

Title: Oversubscribed : how to get people lining up to do business with you
/ Daniel Priestley.

Description: Second edition. | Chichester, West Sussex, United Kingdom :
Wiley-Capstone, 2020. | Includes index.

Identifiers: LCCN 2019057709 (print) | LCCN 2019057710 (ebook) | ISBN
9780857088253 (paperback) | ISBN 9780857088277 (adobe pdf) | ISBN
9780857088260 (epub)

Subjects: LCSH: Marketing. | Customer relations. | Small business—Growth.

Classification: LCC HF5415 .P65927 2020 (print) | LCC HF5415 (ebook) |
DDC 658.8—dc23

LC record available at <https://lccn.loc.gov/2019057709>

LC ebook record available at <https://lccn.loc.gov/2019057710>

Cover Design: Wiley

Cover Image: © Photobank gallery/Shutterstock

Set in 11/16pt AJenson Pro-Regular by SPi Global, Chennai, India

Printed in Great Britain by TJ International Ltd, Padstow, Cornwall, UK

For my wonderful and supportive wife, Aléna. And for our
delightful children, Alexander, Ethan and Isla.

CONTENTS

Introduction	1
Part I: Principles for Becoming Oversubscribed	7
Principle 1 Only Oversubscribed Businesses Make a Profit	9
Principle 2 The Only People That Matter Are <i>Your</i> People	23
Principle 3 First Make Your Market Then Make Your Sales	37
Principle 4 People Buy When the Conditions Are Right	53
Principle 5 Be Different and Set Your Own Rules	67
Principle 6 Value Is Created in the Ecosystem	83
Principle 7 Meet People Where They Are, Speak to Them in Their Language	97
Principle 8 Nothing Beats Being Positively Remarkable	111
Part II: The Campaign-Driven Enterprise Method: Turning Principles into Strategy	123
Phase 1 Campaign Planning: Know Your Capacity, Who It's for and When You Can Deliver It	137
Phase 2 Build-up: Warming Up the Market while Sending and Collecting Signals	163
Phase 3 Oversubscribed Release: Communicating Demand and Supply Tension before Allowing People to Buy	185

Phase 4	Sales Follow-Through: Proactively Follow Up with Prospects to Maximise the Effectiveness of Your Campaign	203
Phase 5	Celebrate and Innovate	231
Part III: You, Your Team and the Times We Live In		243
	Get ready to Surf the Waves	245
	Struggle, Lifestyle or Performance?	249
	The Campaign-Driven Enterprise Team	255
	One Last Thing: The Chapter I Wrestled With	285
<i>Acknowledgements</i>		287
<i>About the Author</i>		289
<i>Index</i>		303

INTRODUCTION

There are restaurants that people line up for. There are products that you must preorder months in advance. There are tickets that sell out on the day they are released. There are stocks that go roaring up in value right after they float. There are cars that were bought before they were built and properties that sell off the plan when they are nothing more than a set of drawings. There are consultants who are booked six months in advance and hair stylists who charge ten times more than others. There's furniture you can't buy, only preorder, and bottles of wine that are purchased while their grapes are still hanging on the vine.

There are people who don't chase clients. Clients chase them.

In a world of endless choices, why does this happen? Why do people line up, pay more and book so far in advance when other options are easily available? Why are these people and products in such high demand?

This book explains why. It's caused by a phenomenon known as being "oversubscribed".

A product or brand reaches a level of being oversubscribed when there are far more buyers than sellers. It's when demand massively outstrips supply. It's when many more people want something than capacity allows for. This book is designed to give you a recipe for becoming

oversubscribed and introduce the underlying ideas that drive this phenomenon.

But before we delve into these concepts and suggestions, it would probably be a good idea to give some background on why you should listen to me. Let me start by telling you a story.

My company runs large business and leadership events around the world. We don't use typical conference rooms in typical hotels; we host our events in theatres and auditoriums that are usually used for popular musicals and shows. What's more, our events are premium priced and oversubscribed – despite the fact that most companies struggle to get 50–100 people to turn up to a free business event.

For example, when we launched a new office in Sydney Australia, I was forced to issue an email to clients that said: "We have sold too many tickets to the event that you've booked in for. The venue holds 700 people and we've now sold more than that and have a waiting list forming. If you'd like to sell your ticket back to us – or for any reason you can no longer attend the event – please email us, and we will buy back your ticket today for DOUBLE what you paid."

As I mentioned, most business events in Sydney are free, don't get more than 100 attendees and are run by people who live in Sydney and have access to local contacts and networks. Our event was brand-new, priced at the top end – and we didn't have a single staff member on the ground in Sydney at that time.

The email wasn't a joke, a gimmick or a ploy. It was genuine. We had sold too many tickets to our event. We had a similar problem in Melbourne two weeks later, then in London, then in Florida.

This wasn't happening by accident. It was orchestrated to be like this. And this book will show you how it's done.

My business often books clients three months in advance. We don't do it to be difficult; it's just the amount of time people need if they want to work with us. If someone says they aren't sure about working with us, we don't argue or try too hard to sell them. We smile politely and say that it's OK not to. We don't need to convince people – there are others lined up, waiting.

I launched my first company in 2002 at age 21 with a \$7,000 credit card. It was a boutique marketing company specializing in event promotions in the financial services industry. Within 12 months I'd made over \$1 million in revenue and had more than \$300,000 cash in the bank. By age 25, I'd used the same insights to make over \$10 million in sales and had made myself an enviable amount of money for a young man. Along the way, I discovered some very valuable ideas on how to make a product or service oversubscribed.

At age 25, I moved to London with my best friends and business partners. We launched a new business with a small amount of start-up capital and once again made millions in sales within 12 months. At age 29 I wrote my first book and used the ideas set out in this book to send it to the number one spot for business books on Amazon. I've raised millions

of investment capital for my businesses and helped charities to raise hundreds of thousands of dollars in a short space of time by using the ideas that I will share with you in the pages to come.

As you'll discover as you continue to read through this book, there's no scarcity in the world for people who share abundantly. One of the ways I keep myself oversubscribed today is by the very process of sharing big ideas. I've come to discover that the more I share, the more people demand.

I also believe that the principles in this book lead to better businesses for everyone involved – for the customers who get a higher level of service, for the business owners who stop chasing and for the employees who enjoy working for a company that's in demand.

My vision and hope is for millions of entrepreneurs and leaders to become more empowered to tackle bigger problems. This book is part of that vision. The ideas in this book are designed for quality businesses that care about what they do and want to be able to take their products to market more effectively. They are not for people who want to run a gimmick, make a fast sale or pull a swift win over their unsuspecting buyers.

Before you even begin, you must feel confident that your offering is something that genuinely serves people. You must be passionate about it and the value it presents to the world. You must love what you do, care about your customers and want to be in your business for the long haul. For the rest of this book, I will assume that's a given.

Being oversubscribed is the way for you to do your best work and spend more time with your current clients rather than chasing new ones. It gives you more down time to innovate your products rather than running around selling them – and it enables you to build your brand rather than blend in with the crowd.

I've also written this book because I understand the struggle most entrepreneurs and leaders undergo.

We live in remarkable, changing times. Many ideas that worked five years ago aren't working anymore. Everyone is under pressure to innovate and put results on the board. The decade ahead is going to be both challenging and inspiring. The pace of change is speeding up and the way the world of business and society works won't look the same in ten years from now.

Many people will see this as a great wave of change that sweeps them out to sea, and others view it as one they can surf and enjoy. If you're like me, you'll be paddling hard.

By the end of this book, you'll have a method for becoming oversubscribed. I'm going to unpack a process for getting yourself in the enviable position of being in demand. Of course, it will be up to you to apply the process to your business – and it'll take trial and error before you get it right. Ideas are easy; it's the implementation that's hard. Stick with it though, because the payoff is extraordinary. Once you are oversubscribed you'll earn more money, have more fun and attract more opportunities.

You won't have to chase opportunities; you'll curate those that show up. Your inbox will become a garden of prospects rather than an endless stream of tasks to follow up on.

This book isn't just about marketing principles and business methods. I will begin by addressing some problems that most businesses suffer from and sharing some of the stories and principles that drive the deeper philosophy behind the book. My goal is for you to understand these concepts on a deep enough level that you'll make better decisions intuitively and you'll be approaching your business with a different outlook.

You might need to read this book several times and let the ideas sink in for that to happen. Some of the ideas are subtly woven into the stories. There's a rich tapestry out there and you're part of it. But as with any tapestry, you can't see it if you don't have the right perspective. When you take a few steps back you can see the bigger picture.

I'm hoping this book gives you a look at the bigger picture for you and your business. Let's begin a journey together that starts where you are right now and leads you to where you want to be.

PART I

PRINCIPLES FOR BECOMING OVERSUBSCRIBED

PRINCIPLE 1

ONLY OVERSUBSCRIBED BUSINESSES MAKE A PROFIT

You likely learned long ago that the market forces of demand and supply determine the price and the profit you'll make. But what you didn't learn is that you can make your own market forces.

It's vital that you take control of this sacred balance because unless your business becomes oversubscribed, you're unlikely to realise your full value.

YOU ONLY NEED TWO BIDDERS

I was in a room with 400 people who had come to see renowned entrepreneur and author Gary Vaynerchuk share his ideas on social media marketing. He announced at the end of his presentation that he'd be auctioning off a one-hour, one-on-one business consultation with him, and the proceeds would go to charity.

He explained that the last time he did a consultation like this he had made several introductions to his network and the person had made an additional \$50,000 in less than 30 days. “It’s not just a consultation,” he explained. “It’s potentially access to my network – and I know some of the world’s most powerful people.”

This had put the audience into a frenzy. I opened the auction with a bid of £500 and immediately another person took it to £600. Within a flash the price hit £1,000 and the hands kept popping up.

Bids were coming in thick and fast. £2,000, £2,200, £2,400, £2,600, £2,800.

As the bidding passed the £3,000 mark, it came down to two men who clearly both wanted this prize. Everyone else was out of the race, but these two guys kept matching each other and taking the price up another £100 each time.

They were the only two people still bidding in a room with 400 individuals. The rest were sitting patiently or enjoying the spectacle.



The price got up to £3,900 with no signs of slowing down. Gary could tell the audience members were getting restless – so he asked the two bidders, “Will you both pay £4,000 each and I will provide a consultation for both of you?”

They agreed, and the hammer went down. Gary had raised £8,000 by auctioning off two hours of his time.

I’m not sure how high it would have gone but I do know that it only takes two people to push up the price at an auction. Most of the people in the room didn’t bid at all and very few people bid beyond £1,500. But that doesn’t matter. When the supply is “one” and there are “two” who want it, then that price keeps going up. Two people who desire something is enough to oversubscribe the one person who has it. The price keeps going up until one entity gives in.

Too many business owners focus on the entire marketplace. They are deeply concerned by what the majority will pay rather than finding the small group of people who really value what they offer. But if you focus on the wider market price, you’ll always be average. In today’s competitive marketplace being average means you’re unlikely to be profitable.

If Gary Vaynerchuk wanted to try and sell everyone in the audience an hour of his time, he would have probably needed to lower his prices to £250 per hour. And after delivering months of back-to-back consultations he would have zero energy to write more books or give more talks.

As it turns out, Gary knew that his real value wasn’t even the consultation time. It was his ability to make a high-level

introduction that would be taken seriously because it came from him.

Your value is much higher than you think to a small number of people. You probably have specialty skills, networks, resources and insights that certain people are eager to access. You don't need everyone on the planet to see you as highly valuable; you only need enough people who can drive your price up. Separating from the economy and from your industry requires that you turn your attention to those people who find you highly valuable – and then serve them better than anyone else can.

If two people want your time and only one can get it, your price rises until one of them gives in. Your job isn't to please everyone. Your job is to find those people who can't live without you. So . . . who are those people? What is it they want? And where *do* you find them? These questions matter more than the questions that relate to the overall market.

Your price isn't fixed or set by the overall market. It's a result of being oversubscribed or not.

Let's begin with some basics that I was taught by one of the world's top market traders.

SOME PEOPLE MISS OUT

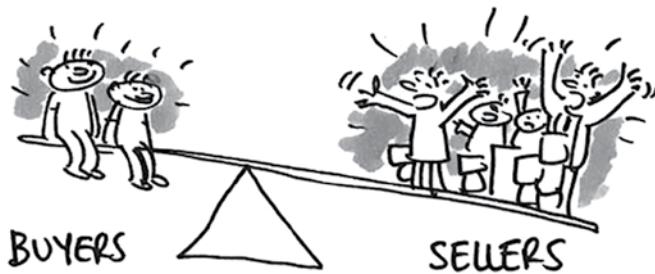
“Why do markets go up?”

I was sitting in the home office of one of Australia's most successful stock market traders – a man who had traded

billions of dollars and who'd been consistently trading markets for 20+ years. He was a man for whom people travelled internationally to hear him speak about markets for an hour or two. He was sharing with me core ideas that formed the basis of his trading strategy.

I was 22 years old at the time, and I answered his question with my best guess: "Positive news, a good economy, monetary policy, a good CEO; probably they all have an impact, I think."

"Nice try – but no," he said with a smile, "Markets go up because there are more buyers than sellers – and that's it!"



I had forgotten the fundamental truth of economics: the basics of "demand and supply" that you learn on day one of any economics class. A strong market, a good business plan or a compelling story all help, but ultimately your price is set by the balance of supply and demand.

Businesses like Uber can float on the stock market for over \$80 billion in valuation despite having never made a profit, receiving ample negative press and having had all sorts of issues with the executive team. Despite everything that might happen, when there are more buyers than sellers

the stock price goes up and it falls down when there are more sellers than buyers. After Uber floated, the price dropped by more than 10% in the following few days, not because anything had fundamentally changed about the company; it was simply that there were more sellers than buyers.

It was also Uber that discovered that the same rules can apply to the cost of a taxi fare. Rather than offering fixed fares based on the time of the day, like most cab companies do, Uber was first to “float” the price based on demand and supply. When hundreds of people want a ride and only a few drivers are in the area the algorithms trigger surge pricing and start charging people higher prices. Ordering an Uber home after a concert can cost you 300% more than what it cost you to get an Uber to the venue.

At a basic level, the same principles translate down to how much profit a business makes. The market abhors a profit; a profit is only tolerated if demand is higher than supply. A coffee shop with a line out the door can charge a price that covers all costs as well as a profit margin. An empty coffee shop will start discounting to customers in an effort to minimise the losses it's taking on rent, staff and utilities.

No one wants your business to be highly profitable other than its stakeholders. If you tell consumers they can have a cheaper price but the company will lose money and might go out of business, they probably won't even think twice about buying at the lower price. They aren't worried about your profit margins; they are concerned about their own budgets.

Uber is also a great example of how these principles affect profit; despite billions of revenue it is yet to make a profit because it muscled its way into a highly saturated and mature market offering cheaper prices. Their system allows for more and more people to become drivers so any time the prices rise more drivers take to the streets. By creating such a pure market, there's little chance of making profit.

Contrast this to the previous taxi cab system that limited supply through licensing and qualifications. Prior to Uber, most cab drivers made a respectable living from the profession and felt safe in the knowledge that demand would always slightly outpace supply by design.

You'll only make a profit if you are oversubscribed on your capacity to deliver; demand for your stuff must always be greater than your ability to supply it. It's the tension of high demand and limited supply that creates the opportunity for profit.

Consider the dynamics of a salesperson speaking on the phone to a prospect for the first time. It's a one-to-one interaction – one seller talking to one buyer. By design this method of generating business creates no imbalance or tension and will only ever generate wages.

Alternatively, imagine a speaker on a stage pitching an opportunity to an audience of thousands. There's one of her, surrounded by more than a thousand prospects. There's tension in the air because of the potential imbalance that has been created. If there's a legitimate limitation to supply,

the price will stay firmly high, there will be an avalanche of interest upon her all at once and profit will be tolerated.

People forget the basics. They get caught up in tactics for marketing and lead generation, and they fuss over management styles and team-building techniques, forgetting that all of these activities don't mean much if the business isn't oversubscribed.

Being oversubscribed requires nothing more than a situation whereby some people who really want something have to miss out on having it. Of course, it's a difficult situation because you and your company don't *want* people to miss out. Naturally, you want to sell to everyone who's willing to buy, yet that very mindset prevents you from becoming oversubscribed.

Lots of people who want a Ferrari can't get one – but the people at Ferrari aren't losing sleep over it. They know that the fact that some people have to miss out is what makes their automobile so coveted. Every product that is oversubscribed has people who didn't get it, even though they were *willing* to buy.

In 2014, Facebook purchased mobile messaging app WhatsApp for \$19.3 billion; the figure seemed ridiculously high to almost everyone on Earth at the time – except one other bidder. Google was the other company who wanted to buy WhatsApp and the two rival companies bid the price of the relatively small startup into the stratosphere. At the time, WhatsApp was just five years old, had a team

of less than 100 people and had recently raised funding at a valuation of \$1.5 billion. Fortunately for the founders of WhatsApp it only takes two tenacious bidders for an astronomical valuation to materialise.

If you can get the balance right and keep yourself oversubscribed – disappointing those people who missed out without them losing interest in you entirely, while still delivering remarkable value to those who got through – you'll have no problem being profitable. If supply is too great and everyone who wants what you have can get what you have, the prices will fall and so will the margins. Eventually your business will make losses.

The principles for becoming oversubscribed can be useful across many aspects of your business. For example, if you want to hire top talent, you need to be oversubscribed for top talent. That means that some talented people who would love the job will miss out. If you want impactful publicity, you need to be oversubscribed for people who want the story you have to share, so some news outlets won't get the story. If you want investors, you need to be oversubscribed for funding – more people are ready to put in the money than you require and some of them ultimately miss out.

If you want to be oversubscribed, you'll need to get comfortable with some people missing out on what you have to offer. That's how markets work – and that's how the market determines your rewards.

PROFITS, LOSSES OR WAGES?

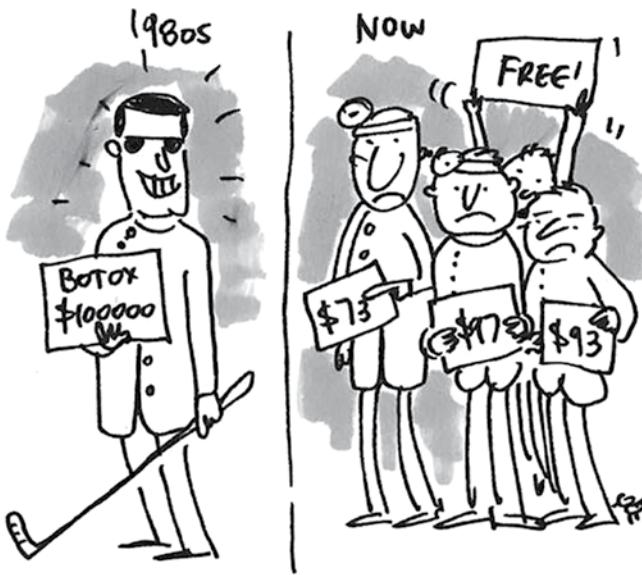
When it comes to the rewards you and your stakeholders will make from business, there are three ways the demand and supply relationship can be set up:

- **Oversubscribed** – Demand outstrips supply, resulting in profit being tolerated on top of normal wages.
- **Balanced** – Demand and supply are relatively even resulting in normal wages being tolerated but not profit.
- **Undersubscribed** – Excess supply is available above demand, resulting in losses.

It doesn't matter what the product is, where the business is based or how dedicated the team members are. The only thing that matters is the relationship between demand and supply. Even when the product stays the same, if that relationship changes, the profitability changes.

In California in the 1980s, millions of people decided that they wanted plastic surgery. The surgeons who could deliver this service were in short supply and they made vast sums of money providing breast enhancements, nose jobs and Botox. Anyone who could perform these operations ended up with a mansion, a yacht, supercars and lucrative investments. They were making millions because the market had vastly more buyers than sellers when it came to plastic surgeons. The cosmetic surgery market at that time tolerated wages *and* profits.

This is no longer the case nowadays. LA is filled with plastic surgeons. Attracted by the vast available wealth, a whole lot of medical students switched their major in the late 1980s and headed for Beverly Hills to make big money. But they discovered upon arriving that they weren't the only ones who had taken this path. By the end of the 1990s the demand and supply relationship returned to a balance, and today most plastic surgeons in LA make a normal surgeon's wage.



The 1980s plastic surgeons made more money than surgeons today because of a trend that happened for a niche within the medical industry. It wasn't the nature of what they were offering that made it profitable; it was the demand-and-supply tension that set the price.

There are cycles in whole industries whereby demand for *anyone* in a chosen field will be highly in demand. This is known as an industry boom, for example, the dot-com boom in the late 1990s, whereby almost any Silicon Valley company could raise millions for little more than an idea.

There are cycles in the economy whereby demand from consumers as a whole outstrips supply from industry as a whole. In these times, everyone seems to be doing well and there's an economic boom for almost everyone, such as what happened in the era known as the Roaring Twenties.

You do not want to be at the whims of the economy or your industry trends. Your ability to earn and profit is far too important to leave to chance, and as you'll see from the principles and strategies we explore in this book, it's possible to be completely independent of your industry or the economy and build a market of your own.

It's possible to play an advanced game in which you are completely in control of the forces of demand and supply that impact on your business. This is when you can become oversubscribed on your own terms, regardless of what's happening for everyone else.

Even in saturated markets, even when competition is fierce or you are up against companies with vast resources, it is still within your power to become oversubscribed and enjoy profits on top of the normal wages of your industry by creating a market of your own.

The forces of demand and supply work the same when customers perceive you as separate from your industry. Even better, you don't need very many people in order to create your own market, become oversubscribed and to maintain a profitable price if you can get a few key things right and create your own fiercely loyal market.

PRINCIPLE 2

THE ONLY PEOPLE THAT MATTER ARE YOUR PEOPLE

Being part of an open market is a problem; you'll forever be battling the forces of demand and supply outside of your control. Having a market of your own is the key to becoming oversubscribed.

CREATE YOUR OWN MARKET

Let's take a look at actors in the US as an example of an industry in oversupply. There are more than 160,000 people who have a Screen Actors Guild (Screen Actors Guild – American Federation of Television and Radio Artists) membership and there are barely 3,000 actors who make better than minimum wage from their acting income. About 99% of actors can't afford to live on the money they earn from acting. Fewer than 1,000 actors in the US make over \$150,000 a year.

From an economic standpoint there is a massive oversupply of screen actors. So, there's absolutely no reason why a producer would pay a large sum for an actor. Yet, as we know, they do it all the time. For some actors, a fee of millions per film isn't only a possibility; people line up to pay it. These actors are separate from the market. They have made their own market.

George Clooney, Brad Pitt, Sandra Bullock, Jennifer Lawrence and Julia Roberts have millions of people who will go and see a film if they are in it. They have created their own market and they are oversubscribed. Their income isn't linked to *the* market; it's linked to *their* market.



No doubt these top earners are gifted, but their income has very little to do with the craft of acting. It has everything to do with their ability to get people to pay to see the film.

These people have the power to get onto talk shows and into the media to promote a film. If their names are attached to a film, the funding and the talented crew come to the table. Producers are actually paying for the ability to successfully mobilise talent, publicity and funding for a project; the acting skill is a bonus.

Creating your own market is about solving bigger problems for people than others do. Being unique is not about performing a task at a high standard; it's about having a unique ability to get things done.

When your business is seen to be unique in the market, you'll make money regardless of what everyone else in your industry is doing. Even if there's thousands of other people who can technically do what you do, it won't impact on the price you can charge. Your price will be determined by your own market.

In 2019, Kylie Jenner was declared the youngest billionaire by *Forbes Magazine*. Management consultants would never have chosen makeup as the hot product to make a fortune in; the cosmetics industry has long been saturated with big established brands. For the 21-year-old entrepreneur, it didn't matter because she had amassed more than 120 million followers on Instagram who would eagerly buy whatever she featured on her profile. With a small team, basic shopping-cart software and an absence of retail representation or glossy magazine ads, Jenner has shipped enough makeup to make her a seriously valuable brand.

It's easy to assume your income is linked to the economy and that your lifestyle is inextricably linked to what happens "out there." It's a choice however, if you link your business to the industry, to the market and to the trends that everyone else is following; then you'll continue competing on price like everyone else does.

If you separate from *the* market and build *your own* market, you can generate as much money as your market will allow for.

You must start to build your own group of loyal fans. Cultivate a tribe of people who are loyal to your business, your products, your personality and your philosophy. Rally your own troops. Break those people away from the industry, separate them one by one from the market and make them part of something special.

We're going to explore several ways to carve out your own market.

You'll also discover that you don't need to create a massive market for yourself in order to be oversubscribed. Being smaller can be an advantage when it comes to getting yourself oversubscribed. As I illustrated in Chapter 1, two bidders who really want something can be enough to make the price rise. A lucrative lifestyle business may need only a few thousand loyal customers – a relatively small, dedicated fan base of people who really love what you do. A \$100 million enterprise might need to appeal to just 25,000 customers who passionately engage with a product that speaks directly to them.

YOU DON'T NEED EVERYONE

Rich Litvin is one of the world's most highly paid life coaches. However, you've probably never heard of him – because he only has eight key clients!

Rich' clients pay upwards of \$80,000 per year. They often pay their annual fees in advance and frequently renew with him for several years in a row. If you contact Rich Litvin and ask to become a client, he will ask you a few questions and based on how you answer he will either recommend you to another coach or he will offer you an initial interview session. If the interview goes well, you'll probably be able to start working with him in 6 to 12 months.

Rich Litvin works exclusively with high-flyers with a track record of success, whose decisions have far-reaching consequences. His past clients include billion-dollar business owners, politicians, fund managers and Olympic athletes. He doesn't need everyone to be a client; he needs eight people who want a dedicated level of service that most coaches are too busy to deliver.

Rich has crafted his coaching style for a very exclusive clientele. He goes deep with people who are often isolated in their decision-making. High-powered people have big decisions to make and often can't fully express themselves to their spouses, their boards or their employees. These people get enormous value from having a coaching session with someone who understands the pressure they are under, gets

them to talk through their options and align their actions to their most important values and goals in life. To a small number of high-achievers Rich is their secret weapon for getting the most out of life.

Of course, he didn't begin his career this way. Rich was originally a school teacher in London who discovered coaching as part of his training as a leader in the field of education. Seeing the impact coaching skills had on his team, he rapidly developed a passion for life coaching, but when he considered changing career he discovered there wasn't much money in it.

Even in the US, where life coaching is more established as a profession, the average life coach earns \$32.50 per hour (according to PayScale.com) and with 5–10 years of experience life coaches can expect to earn just \$50,000 per year.

Unwilling to settle for the market rate, Rich moved to LA, began mixing in the right circles and started making high-value proposals to a select group of people. His personal philosophy and belief in coaching skills gave him the conviction that the more senior the coaching client, the more value they would receive from coaching.

To his surprise, the top end of the market was not anywhere near as crowded as the bottom end. People who earn millions per year don't want to pay \$32.50 to a coach, no matter how experienced they are. High-achievers want a dedicated level of service and a person charging a low rate can't possibly deliver it.

Rich discovered that it was far easier to devote himself to finding eight perfect clients, willing to pay upwards of \$80,000 per year, than to find eight hundred clients willing to pay \$800. The overheads and hassles of caring for eight clients is nothing compared to serving hundreds.

Rich differentiated himself by writing a book and building up a small tribe of dedicated followers of his coaching methods. He gave away a lot of content in his videos and he spoke at large gatherings of leaders. The key to his success was in saying no to most people who wanted to work with him. When people asked him how much his fees were, he was brave enough to quote a price far above most others and to add that he only worked with a maximum of eight select clients at any given time.

This approach turned many people off. They were shocked his fees were so high and they would never spend that sort of money on a life coach. Some people scoffed, some people hoped that one day they could afford it and some people politely nodded but secretly knew it wasn't an amount they were comfortable to spend. None of that mattered because Rich was oversubscribed – more than eight people a year were excited by the prospect of having a coach who could dedicate time to understand their complex world.

When I first started coaching Rich on his business strategy he had a waiting list for his high-value coaching but he wanted to expand his business and serve more people. Carefully we crafted a group coaching program and began

campaigning for soft signals of interest. The people who signaled their interest started receiving more specialised content from Rich. He shared with them his stories, unique insights, philosophies and methods. Over the course of 60 days, we shared so much value that a group of about 1,000 people went from mildly curious to intensely interested in what Rich had to say.

Rich then launched the new group product we developed called 4PC (which stands for the 4% difference between a high achiever and his or her next level of success). He announced that the group would be capped at 60 members. With more than 1,000 people engaged in the build-up campaign, the launch was a huge hit and generated over \$1 million of sales. 4PC could generate far more than that each year but exclusivity is what makes the group so desirable in the first place. Its members include vice presidents of Fortune 500 companies, a former Navy Seal, experienced post-exit entrepreneurs, leaders of nonprofits, several PhDs and the former CMO of Harley Davidson.

The marketplace says life coaches should earn \$32.50 an hour, not \$640,000 a year. The marketplace says if more than 100 people want to pay to join an exclusive group you'd be silly to limit it to 60. The marketplace is wrong; the market's job is to eradicate profit not maximise it.

You will suffer if you try to cater to what the market thinks. The market will force your prices down and demand more and more from you until you snap. Rather than catering to the market, let's get better at finding your market.

And your market is made up of the people who really care about what you do. They place a high value on the results you can bring them. They get it, and importantly, they can also afford it. You know these people better than they know themselves when it comes to being able to surprise and delight them. You understand their unmet needs and wants; you have insights for them that will blow them away. You care about these people almost to a fault.

These are the people into whom you put your energy. Over time you'll separate your market from everyone else and they will be immune to some cheap offer or cheesy ploy offered by a competitor; if it's not from you, they won't respond. You don't need everyone in order to become over-subscribed, you only need more people than you can handle.

FAMOUS FOR A FEW

In some small ways, I suppose I'm like a celebrity. Occasionally I get stopped on the street by someone who's read my books, attended my events or watched my videos online. I get asked to be interviewed on podcasts and blogs. People I don't know connect with me on social media and occasionally I get a gushing piece of fan mail.

The difference between me and real celebrities is that I'm famous for a small number of people – thousands rather than millions.

The good news is that's all it takes these days. You don't need to be on the big screen, talked about on gossip blogs

or forever on the front page of the paper in order to have a fantastic business or life. You just need to be famous for a few thousand people.

Being famous simply means that people you've never met, in places you've never been, have an emotional connection to what you do. Prior to digital media, the only people who could achieve this were film stars, newspaper journalists, musicians who got on the radio or TV personalities. Those were the only methods of connecting with people in places you've never been.

Today things have changed dramatically; every person can have the equivalent of a TV show on YouTube, a talk-radio show as a podcast or a newspaper in the form of a blog. What hasn't changed is how the human brain is wired.

The brain forms connections based on three key ingredients:

Time – If you spend a lot of time with people, they start to bond with you. In particular, research into bonding behaviour suggests that spending more than seven hours with someone moves you beyond the “acquaintance” category and towards being a “friend.”

Interactions – Having frequent exchanges of communication builds connection. Anyone who had an international pen pal will tell you that you can build a bond based on nothing other than writing letters to one another. In a research paper called “Zero Moments of Truth,” a Google thought leader discovered that when

people had about 11 interactions with a brand, they were considerably more likely to buy from that brand.

Locations – Seeing people in different places is another way stronger bonds are built. People who see each other only at work are not as bonded as people who also see each other in social settings or at sporting events. The magic number is four locations according to research into trust building.

If we spent 7 hours together, had 11 interactions between us and met up in 4 separate locations there's little doubt we would feel a bond. It would seem like we are more friends than acquaintances.

This makes sense from an evolutionary perspective. Our ape-like ancestors had to learn who was a trustworthy member of the tribe and who was a potential threat. It stands to reason that if two homo sapiens have spent time and interacted in several places with each other they are part of the same tribe.

Therefore the key to carving out your own market is in the formula of 7-11-4. The more people you can clock up time, interactions and locations with, the more people will see you as different, unique and part of their tribe. Through this lens, a famous person is merely someone who has used media and technology to 7-11-4 people.

People who are star-struck by Oprah have probably watched more than seven hours of her shows, interacted with her more than 11 times and seen her in four separate locations (e.g. TV, magazines, social media and newspapers).

Looking at a mainstream celebrity it's easy to miss the fundamental 7-11-4 principle that works universally.

There are YouTube stars who have millions of subscribers watching them week in, week out. If one of their subscribers who has been sufficiently 7-11-4-ed saw them at a restaurant, they might fall off their chair in awe of being in the same room. Anyone else who's never heard of this person would find it bizarre because they have not had sufficient exposure to this person.

STANDING OUT IN A NOISY MARKET

In a busy marketplace in Bali, I wandered from stall to stall glancing at the products on display in front of my hotel. Merchants thrust before me pairs of sunglasses, shirts, watches, rugs, trinkets and even a kitchen sink (literally). After several days of this I had become immune to their advances and easily brushed past anything that didn't take my interest. No amount of shouting at me, tugging my shirt or grabbing my hands worked to get my attention in this noisy marketplace.

As I looked across the market, I saw a familiar face. It was a work friend whom I had done business with a few years earlier. I made my way past the bustling street vendors and tapped my friend on the shoulder with a warm "what a pleasant surprise to see you here!" He looked up and his expression shifted from stoically blocking out his surroundings to smiling warmly at my familiar face in an instant. We immediately decided to grab some food and a cold beer on

the beach for a catch-up. During the conversation we talked about business and identified several opportunities we could be working on; we parted ways and completed a deal over email in the weeks that followed.

The world has become a noisy marketplace full of vendors thrusting their products in front of people hundreds of times each day. It's had the effect of conditioning people to become numb to most forms of marketing. In a noisy market gimmicks don't work, hassling people doesn't work and interrupting peoples' day doesn't work.

The one thing people will never grow tired of, however, is seeing someone they know, like and trust who appears out of the crowded sea of unknown faces. You must lay the foundations for people to get to know you, like you and trust you at scale.

BE CONTENT-BINGE-READY

The true test of whether your business is able to show up in a meaningful way is the ability for someone to binge on your online content for the full 7 hours, 11 interactions, and 4 locations. Imagine people who've only just heard of you and want to deep dive into everything they can about you. They use their phone to search for videos, podcasts, blogs, social media accounts and websites that can help them learn more.

No business is exempt from this. Whether you sell physical products or intangible services your potential buyers are doing their research online. You need to create a journey for them to run deep with their desire to know more.

What they are looking for is credible and valuable content. They want insights, stories, examples, demonstrations and interesting facts.

If it's possible for a person to spend a day researching your business and finding content worth delving deeply into, you have the foundations in place to build a passionate customer. If, however, it's impossible for someone to gorge for even a couple of hours on your ideas or they can only find sales collateral, it will be very difficult to build an engaged group of people who care about what you're up to.

The market consists of people who might buy your product. Your market are people who have been sufficiently 7-11-4-ed by you or your business brand. A business that is ready to scale is one that has enough digital assets freely available online that anyone who wants to go on a content binge can easily do so.

PRINCIPLE 3

FIRST MAKE YOUR MARKET THEN MAKE YOUR SALES

Taking a product to *the* market is very different to taking a product to *your* market. Your market can't wait to see what you are doing next; they want to engage with you more, and they're interested in your latest creation. The broader market couldn't care less.

Oversubscribed businesses never take products to the market. They don't create something and try to sell it to just anyone. Successfully oversubscribed businesses launch products and services only to those who have expressed interest.

DON'T RUSH PEOPLE

In 2014, the rumour mill began making noises that Apple was going to release a new category of devices and it was probably going to be a digital watch. This laid down the gauntlet to rival tech giant Samsung who set a goal to beat Apple into the market with their new version of the product.

Samsung rushed the production process and announced their Gear S smartwatch on August 28, 2014, two weeks before the scheduled Apple event on September 9. They built close to a million of the watches and got them onto the shelves by late November, in time for Christmas. They had dealt Apple a double blow by announcing first and being first to market, or so they thought.

Tim Cook took to the stage in September and showed the world Apple's new watch. He described its benefits and demonstrated a video of the product. Naturally this got a standing ovation from the die-hard fans of MacWorld but the team at Apple knew the rest of the world were seeing this product for the first time and would be more cautious.

Tim Cook could see from Samsung's poor reviews that the market hadn't yet figured out if it wanted another digital device. He slowed the launch campaign right down and took things step by step. First he made information available online and then released videos of fashion icons describing their experience with the device. Apple took out ads in Vogue, carefully positioning the watch alongside luxury brands. Finally, Apple announced a partnership with high-end leather goods maker, Hermés.

It wasn't until April 2015 that Apple made it possible for people to pre-register for an Apple Watch, but not to buy it. Even when the product launched a month later, you couldn't just walk into a store and purchase one. Customers had to book an appointment online to go into a store, try on the watch and then buy. It wasn't until late 2015 that the Apple Watches were available in stores and on the website.

Samsung shipped 800,000 watches around the world; however, it is rumoured they suffered a high number of returns and sold many watches at huge discounts. They oversupplied a market that wasn't yet demanding a product. Apple is said to have sold more than 4 million smart watches in 2015 and have gone on to sell more than 40 million units within five years of launch. They didn't discount and they didn't have high volumes of unsold stock.

Apple had delicately balanced the forces of demand and supply; they spent a year carefully making a market for the product before increasing supply. They understood that it would take time for people to learn about this new device and see its value. They asked people for soft signals long before they asked for them to make a purchase. First they made a market and then they made their sales.

Even the smallest business can learn from two of the biggest companies in the world. When selling to the market, address people who have been sufficiently warmed up to doing business with you. Take the time to educate or entertain people, ask them to signal their interest to you and hold off trying to sell until you're sure that there's sufficient interest in return.

SIGNALS OUT, SIGNALS IN

Entrepreneurs, marketers and business leaders secretly wish people weren't so complex. In our fantasies we create a product, clearly describe its features, advantages and benefits and then people buy it. Unfortunately, humans don't work this way; we require some warming up.

Even when you are dealing with your market of people who know you, like you and trust you it's unwise to expect them to go from hearing about a product or service straight to buying it. Along the way there's lots of micro-decisions that people want to make, and these micro-decisions require more information or more trust.

Warming people up is about educating and entertaining people so they can make these micro-decisions. Long before you ask them to buy something you ask for much smaller commitments called *signals*. Paying careful attention to the signals people are giving, you will easily recognise when you are oversubscribed.

Rather than rushing your market, slow down and signal what you intend to do. Let them softly signal back their response. Dance with your market, send them a "flirtatious" email that hints about your intentions and let them return a "flutter of the eyes" that lets you know they are not unwilling to entertain what you have in mind.

Consider two approaches to selling tickets for a special workshop your organisation is running:

Approach 1

You send out an email to your list of contacts letting them know you are running an annual conference with guest speakers on the topic of "hiring top talent." You let them know the times, dates and venue details, along with the biographies of the speakers and the price of the tickets.

You wait to see how many people purchase a ticket and feel annoyed that the response is far less than you'd hoped for. At the last minute, you are left wondering whether to cancel the conference or hope that some people will buy a ticket the day before it starts. You send out a few desperate emails covering the same information people already have in the hope that they simply forgot.

Approach 2

You email your list of contacts a thoughtful piece of content discussing a recent book about hiring and managing superstars. The email signs off with "PS: I'm in contact with the author of this book about speaking at our upcoming conference – if you'd like to save the date, block out the 21st of June in your diary. Also please reply to this email letting me know the key topics that would add the most value for you so I can discuss them with our potential speaker."

A week later, you let people know you have secured the author as a speaker and you have also confirmed the venue. You share with them the topic requests you received via email and let them know that the guest speaker will certainly be covering these areas of interest. You ask people to pre-register for tickets so they can access an early-bird price as soon as tickets are available. As a bonus for pre-registering early, people will also get a digital copy of the author's book right away.

(continued)

Finally you send an email letting people know that the conference will have 60 tickets available and already there are 93 people pre-registered. You include a link to a podcast you've recorded with the guest speaker and an article they wrote for Forbes. You let pre-registered people know they can get a 20% discount on Monday and then the tickets will go on sale for everyone else on Tuesday at the full price.

On Monday you watch as 47 of the tickets are snapped up. You make a few phone calls on Tuesday and sell another six tickets to the people who pre-registered but didn't buy on Monday. Over the following week, the remaining tickets sell and you email your list letting people know the event is sold out and they can pre-register for next year's conference if they wish.

In the first example, a binary option was promoted with no warming up, no signalling and no indication of capacity. Tickets are on sale – take it or leave it.

The second approach offered value at every step, warmed people up to the speaker and the topics covered and asked for small signals of interest along the way. This put the organiser in a position to communicate the capacity of the event was oversubscribed and genuine reasons to buy a ticket upon release. It also allowed the organiser to follow up with people who had signalled interest but didn't buy.

In all other ways, this conference could be the same but the number of attendees would be vastly different.

Signal to the market what you're doing slowly and elegantly, adding value and intrigue as you do. Let them signal back to you their interest, concerns or input. Although it seems more time-consuming to engage in this drawn-out courtship dance with your potential clients, it's a surefire way of actually achieving the desired results.

FOUR MARKET POSITIONS THAT GET OVERSUBSCRIBED

The way to being oversubscribed is to achieve an imbalance in which there are more buyers than sellers in your market. There are four drivers of market imbalances where you'll often see more buyers than sellers:

- **Innovation** – You offer something new and shiny that no one else offers. There's only one seller (you) and a niche of new buyers who want it. There are therefore more buyers than sellers by virtue of the fact there's only one supplier and more people who want it.
- **Relationships** – You build such a powerful relationship with buyers that they ignore other sellers. There are more buyers than sellers because buyers aren't interested in other sellers.
- **Convenience** – You are answering the needs of the market with the most frictionless expression of what they want. This is about being in the right place, at the right time, with something that meets consumers' unmet

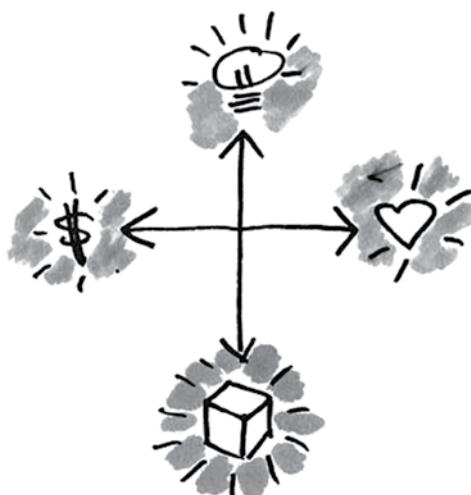
desires. This creates more buyers than sellers because buyers are reluctant to invest time, money and energy finding alternatives.

- **Price** – This occurs when you're able to create an imbalance based on price. You've invested into an asset that creates an efficiency others don't have. Crucially, you're still able to offer your products at a price that is profitable but that price is lower than other suppliers can achieve.

If you look carefully at large and established markets you'll see that there are often four big players who each occupy one of these market positions. You can see it in hotels, airlines, banks, telecommunications, cars and computers. Essentially, the big brands focus on dominating one of these four market imbalances and let other brands fight for the alternatives.



You'll also notice that each one of these positions makes it hard to compete with the others. You can't be highly innovative and also convenient; it doesn't work because innovation takes time to roll out with consistency. You can't be super cheap and also compete on relationships; it costs money to build relationships. So you'll have to choose one main market position for your business to focus on.



Let's look at each one in more detail to help you determine which will work best for you.

DRIVER NUMBER ONE - INNOVATION

The first way to create more buyers than sellers is to create something new that the market hasn't seen before and they now want. An iPod in 2002, a Furby in 1999, a geometric

perm in 1963. On a local level it could be a new style of Reiki massage, the only organic cafe in the area, a new marketing strategy.

Have you ever noticed that the top movie of the month is always a new movie? It never goes backwards to *Titanic* or *The Godfather*. Even if it isn't anywhere near as good as some of the classics, people love experiencing new things. The new and shiny thing you create doesn't need to be an epic blockbuster and it doesn't need to be for the mass market.

An innovation can be subtle. It can be the way you package something up with other products and services. It can be something new you've brought in from a different market. It can be something people have seen before but with a new feature.

My team and I created the "Key Person of Influence" programme in 2010. It's a fresh look at leadership and entrepreneurship combining elements from a Silicon Valley growth accelerator with training and development programmes. That innovation has become a global business serving thousands of entrepreneurs and leaders from several countries.

There are three main types of innovation:

- **Product innovation** – You invest in a new product that people haven't seen before or modify an existing product in a new way. For example, George Lucas invented a galaxy of characters and products when he unleashed *Star Wars* on the world.
- **Systems innovation** – You deliver an existing product in a new way that makes things faster or more reliable. For

example, Facebook is an innovative system for people to keep track of all their friends and it's a great system for advertisers too.

- **Brand innovation** – You make something boring a lot more desirable with a new way of packaging it for the market. For example, Ralph Lauren popularised the standard polo shirt through high fashion branding.

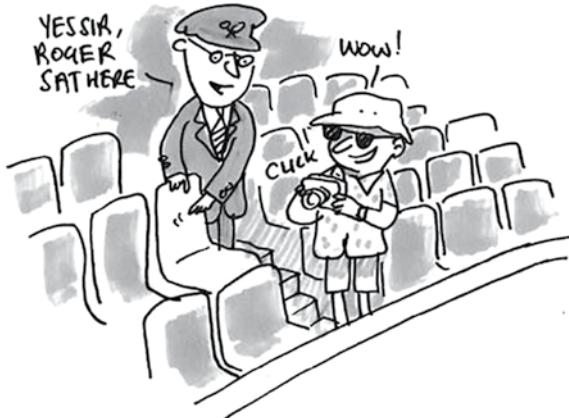
DRIVER NUMBER TWO – RELATIONSHIP

Owning the relationship with buyers in your market leads to a market imbalance. If people don't shop around they eventually cluster and the business becomes oversubscribed. Have you ever stopped to think whom you might use as an alternative to your accountant? Is your accountant even number one? Does he/she charge a lot more than others, is he/she about the same as others – or is he/she a lot cheaper?

If you haven't actively considered these questions before – and most people haven't – it is because your accountant owns the relationship with you and you have stopped shopping around for alternatives. If accountants can build up more and more clients like you over time, they will earn a very good income from their oversubscribed practice.

You can turn yourself into an influencer in the market or you can align to an existing influencer whom people listen to for advice rather than shopping around. This is the reason that Roger Federer gets paid millions to endorse products, why restaurants bend over backwards for food critics or why

mutual funds court the favour of financial advisors. All of these people have an existing market listening to their advice.



Why shop around for tennis gear when I know what racket Roger Federer uses? Why try all the restaurants in London when I could just go to the one that was rated five stars by a famed food critic? Why try to understand financial markets when my trusted financial planner has all the answers?

Relationships can eventually be formalised through contracts. When shopping around for phone plans, people waste hours of their life trying to understand the difference between "Go Time," "Stop the Clock" and "Mega Minutes." When a person finally signs a contract with a carrier, something strange happens the very next day – they don't see any more ads because the carrier owns the relationship through a contractual agreement. The more contracts a carrier can sign, the more valuable and profitable it will be.

Owning the relationship is a powerful way to become oversubscribed – and there are three ways to do this:

- **Become more influential** – Improve your ability to enroll others in your ideas and projects or align to those who can.
- **Become better known** – Widen your appeal through media, events, publicity and other brand-building activities.
- **Get deals in place** – Create lasting agreements with clients and formalise them into a contract.

DRIVER NUMBER THREE – CONVENIENCE

Market “friction” refers to the time, energy, effort and know-how required to buy something. If it’s difficult to buy something because it’s far away, poorly understood or time-consuming, the market is slowing down due to friction.

If you can reduce that friction, you’ll attract a lot of customers who will call it a convenience.

When you find ways to simplify and speed up the process of buying from you, it creates a market imbalance. People buy from you because it’s much easier than going elsewhere. Since the dot.com era really kicked off in 1999, we’ve seen many successful businesses build up because they took a traditional business into the digital world. They reduced friction or, put another way, increased convenience.

Amazon almost dealt a death blow to traditional bookstores because it made it a lot easier to buy a book. Each book is exactly the same if you buy it in a store or online but the ease and simplicity of Amazon makes it the default option. Netflix obliterated video rental stores with their approach to getting movies into your home with less hassle.

Convenience or less friction occurs in three ways:

- **Better distribution** – When a business makes something available to its buyers with less energy, effort or time required.
- **Better market information** – As more information is made available, market leaders give way to market followers. This also occurs when a buyer doesn't need to research options as much.
- **Automation** – When things happen faster or on auto-pilot. This could be new machinery or systems online or offline.

DRIVER NUMBER FOUR – PRICE

The final way to create more buyers than sellers is to bring down the cost of production so that you can offer something cheaper than everyone else but still make a profit.

Many small services businesses compete on price because they don't have the high overheads that large companies do. They can run their business from the spare room, piggyback on market trends, use cheap software, keep costs low – and

still earn a better income than if they were sat at an expensive desk in the city with an expensive brand behind them.

Big businesses used to be able to dominate low prices because they could afford to invest in plant and equipment that would create a barrier to entry. But thanks to today's "collaborative economy," most of the plant and other equipment is available to smaller businesses when they need it and it's not their problem when they don't.

There are many smart strategies or investments businesses can make to allow prices to stay low. A small business can buy a projector rather than hiring one from a venue each month. A bigger business might find an innovative way to run its warehouse from outside the expensive real estate of the city. A service provider might find ways to strip out a time-consuming component of their process that doesn't impact on the value a client receives.

When Andrew Lloyd Webber came up with several hit stage shows he made a lot of money, which he then used to buy up the major theatres in London. Because he owns the property, he doesn't have to write shows nowadays; if you want to get your play to run in London you will have to use his property. He can also afford to run his own plays at a lower cost because he owns the venues.

There are three ways you can reduce costs and still keep your margins:

- **Invest** – Cleverly investing into assets that create a natural barrier to entry will enable you to reduce your

costs and keep your margins. Owning your premises or buying equipment that is expensive to hire can be ways to keep prices lower.

- **Refine** – Looking for inefficiencies where there are costs that do not increase the value to a paying customer will keep margins wide while prices fall.
- **Systemize** – Using systems and technology rather than people is a powerful way to keep overheads low and margins high.

When establishing your business long term with a group of people, make sure they understand which of these four market positions you are strongest in. Ultimately people want to keep coming back to you because you offer them something fresh and new, you're their most trusted ally, you're super easy to deal with or you're relatively cheaper than everyone else.

PRINCIPLE 4

PEOPLE BUY WHEN THE CONDITIONS ARE RIGHT

People don't necessarily buy for logical or even emotional reasons; sometimes people feel absolutely positive about a product, they know it would help them solve a problem and yet they don't act. People buy because the conditions are right and buying behaviour is stimulated by the buying environment.

YOU CREATE THE CONDITIONS

As an Australian living in London I love to return Down Under as often as I can. On one occasion our team decided I should deliver a two-day workshop on the topic of campaign marketing in Sydney and Melbourne. We decided to demonstrate some of the lessons in the way we launched the tickets to the event.

Rather than releasing the tickets straight away, I advised our marketing team to use one of the principles we teach at that workshop called “transparency of demand and supply tension.”

We sent out an email to our list of contacts in Sydney and Melbourne about the event. We asked people to click a link to a Facebook Group to register interest in attending. We also requested that people comment about the dates and location that suited them best. We explained that the workshop would cost \$795 per person and each workshop would be capped at 65 people because it was designed to be highly interactive. We advised that we would only commit to running the workshop if there were at least 50 people interested in each location.

Within 48 hours, over 175 people had posted on the Facebook thread that they were interested and willing to pay the price. Additionally, many of the people started asking if they could bring their marketing team along too.

We then told the group that we would release the tickets the following day at 9 a.m. and there would only be 130 tickets in total, including the additional team members people wanted to bring. By the end of the first day, all of the tickets had sold out and had been paid in full. Before I had even booked my flights from London, we had \$100,000 in the bank and a waiting list. Less than three weeks from the moment we discussed the idea, the money had hit the bank and the workshops were sold out (four months in advance of my trip).

Furthermore, we demonstrated two important principles in action.

The first principle is the power of transparency of demand and supply tension. People could see that there were over 175 people who had posted in the Facebook thread. If they looked closely, they could see that many people actually wanted to bring several guests along with them. By giving genuine reasons why we could only have a total of 130 people attend it was clear that these workshops were clearly oversubscribed and people had genuine reasons to take action.

The second principle is that a business can create its own conditions. There's no rule that says you have to take every sale or that people can buy at the last minute or that people can just click a link and buy a ticket whenever they feel like it. You can create your own rules about how people buy, what they have to first or when they have to take action by.

Had the team called through the exact same database of people and tried to sell tickets one at a time, I don't believe they could have filled the workshops in a month, let alone ten days. People likely would have opted to sign up closer to the date or said, "Call me back when it starts to fill up." The energy would have been lost, the momentum wouldn't have gained traction – and the team would have had to work a lot harder to get the same result.

The herd moves when the conditions are right. Trying to get one member of the pack to run forward is hard unless

they are part of a stampede. Creating the right conditions for such a stampede takes planning and strategy.

Your goal isn't to engage people one at a time, whenever they feel like it – it's to create the conditions when people want to take action.

PEOPLE DON'T BUY WHAT OTHERS WANT TO SELL, THEY BUY WHAT OTHERS WANT TO BUY

Paris department store Galeries Lafayette is one of the world's most famous places to buy high-end fashion and accessories. Inside is an exclusive area that stocks Chanel handbags, but customers cannot enter just by walking in; they have to line up at the entrance. Then an attendant comes by and asks what you'll be looking at in the store. The wait isn't usually too long – only about ten minutes or so, and the attendants are quite pleasant. Then you're in the store and you're pleased to be able to finally browse a very limited range of designer handbags.

You look around, spot something you like, and feel incredibly lucky to be able to finally hold it. You don't take too long, people are lining up behind you and they can't come into the store until you've finished. You make your selection and snap up one of the bags at a price that could buy a full set of luggage (and probably the airfare to wherever you're going as well). The store attendants thank you and you leave proudly as you bask in the adoration of the people who await the same opportunity.

Outside only three streets away is a store full to the brim with handbags, belts, shoes and costume jewellery. A man stands on the street shouting partly in French and partly in English about how his stock is on sale, it's cheap, it's half-priced. People try to ignore him; they make an arc around the store pretending not to notice him in his desperation. They glance inside and they notice the store is mostly empty other than a few older tourists who are hopefully too deaf to be put off by the shouting.

The handbags in both these stores aren't that different. Clearly the genuine Chanel bags would cost a little bit more to make and would last a little bit longer, but if aliens landed on Earth and had to figure out which one was better, they might struggle to understand why one bag is so much more desirable than the other.



There is, of course, one big difference – the prices. The brand name bags cost 50 times more than the street store bags. Yet that's the one people queue up for, whereas the one that's barely selling for its production costs isn't getting anyone engaged.

The reason is because people don't buy what others want to sell; they buy what other people want to buy. We buy properties that are in hot spots. We buy clothes that are in fashion. We engage consulting firms that other aspirational brands use. We invest in companies that other investors are throwing money at. Yet countless companies make the mistake of going to great lengths to show how badly they want to sell something. They set up stores everywhere; they mark their prices down; they scream into the streets that they have "cheap" products to sell.

Service providers take on clients without setting any boundaries. They answer calls late at night, get paid late and incur costs. If they don't answer the phone, their message apologises and promises a return call as soon as possible. Everything about the typical service provider screams, "I will do anything for a sale."

But the more companies do that, the more they turn people off. The more a potential buyer sees you are desperate to sell something the more they wonder why you're so desperate.

Your goal is to place a high value on what you do, work with people who recognise value and exceed their expectations. Set your boundaries, have your terms, protect your space so you can deliver something special.

The skill comes in making something available without forcing it on people – generating output without destroying

the demand-and-supply tension. People want social proof; they want to see that others buy from you, others value you and others recommend you. The most powerful way to make something available is in a way that reaffirms the value not the availability of the product.

PEOPLE OFTEN JUDGE THE PRODUCT BY THE PEOPLE BUYING IT

The sun is going down over the water, the DJ is playing a sublime set, beautiful people are dancing, fresh sushi is being served and there's a lineup out the front of Nikki Beach Nightclub in Majorca. Despite the fact you're paying a fortune, you feel lucky to be part of this electric atmosphere. For a brief moment of time, you feel like you're at the centre of the universe as you soak it all in.

Through the crowd of people, six gorgeous staff members make their way across the dance floor. They have in their hands a gigantic, silver ice bucket with a bottle of champagne in it. Blazing alongside the bubbly, giant sparklers shower the dance floor with a mini-fireworks display.

The bottle arrives at the table, the cork is popped, the sparklers continue to fizz and the DJ gives your group a little wave as everyone clinks glasses. This might be the stupidest £300 you've ever spent – but you're all feeling pretty thrilled, and everyone in the club now wants a bottle of champagne too.

This club understands what it means to celebrate your customers. They don't need to try and sell champagne with

pushy salespeople; instead, they have shone the spotlight onto their clients and made their product, and the experience of having it, something to aspire to.

Most businesses don't do this. They are overly focussed on people who haven't yet bought from them. They constantly think about the non-buyers. They chase them and spend a fortune on trying to coerce them to part with their cash. Yet the moment that someone does finally buy, they are rapidly forgotten. "We have your cash – now on to the next sale" seems to be most businesses' mantra these days.

But oversubscribed businesses don't think like that. They understand that if you treat your clients as aspirational individuals, many more people will aspire to be like them too.



Celebrate your clients. Make them the stars of your show. Get famous on their success stories. Take all that money you want to spend on getting a new client and spend it on celebrating your existing clients. Put them high on a pedestal for everyone to see.

We built our business by sharing client success stories. As soon as people started hearing our client case studies, we had people beating down the door to be the next one. We put our clients on stage at our events, we filmed them telling their story, we put those videos on our YouTube channel and we created printed materials that talked about their businesses, not ours. We used our marketing budget to throw exclusive events for our existing clients; new potential clients couldn't come.

Rather than beating your drum about yourself, beat the drum for your clients. Help them create a huge success story and then showcase it. Treat your clients like celebrities and let them pull a crowd. In most industries, if you genuinely do focus on the success of your clients you will stand out like a beacon and become massively oversubscribed as a byproduct.

Hold your clients up in the highest esteem. Rather than completing a transaction, then looking for the next buyer, take more time to care for the person who just bought from you. Take time to make sure that person feels good about his or her purchase and that he or she is given more than expected. Don't rush off; build the relationship.

So many businesses think they can build a brand based on what they say about themselves, the way they look and the people they target. Consumers make their mind up about brands based on who they see buying. Harley Davidson lost favour with hard-core motorcycle enthusiasts when it became clear that "43-year-old accountants" bought the product to feel tough. Whether you like it or not, every buyer is a brand ambassador who informs the market whom your product is built for.

When people feel good about buying from you, they will tell people that they bought from you. When they tell people they bought from you, other people like them will want to buy from you too. When people want to buy from you, you're on your way to being oversubscribed.

PEOPLE DON'T BUY WHAT THEY NEED, THEY BUY WHAT THEY WANT

Singapore has one of the highest-density populations on earth and its government doesn't like cars very much. As such, they charge an insanely high tax on vehicles to discourage people from buying them. A basic car in Singapore costs more than a luxury car in the UK or US. There are no long stretches of winding, scenic roads in Singapore and the top speed limit is only 90 km per hour.

Despite all of these facts, Singapore sells more Ferraris per person than almost any other country.

No one in Singapore *needs* a Ferrari. It is, in fact, a ridiculous car to own in this particular country. There's not a single place on the island that a Ferrari would be fun to drive; it's nearly impossible to get a super-car past second gear in Singapore. So considering that Singapore is also one of the most expensive places to buy a Ferrari (about four times more than in the UK), why do so many people have them?

They buy them because *they want one*.



People don't buy what they need or what they should buy; they buy what they want.

Singaporeans who have made a lot of money want a Ferrari – and that's all that matters. It doesn't matter how poorly suited this car is, how expensive it is, or how much more comfortable they would be in a sedan. What they need doesn't matter; what they *want* reigns supreme.

You can go broke trying to tell people what they need. However, you will do very well if you figure out what people want and figure out how to get it for them. Need is logical and want is emotional. Emotions will win every time, even with the most intelligent people.

People don't spend big money because they *need* a Mont Blanc Pen, an expensive Rolex watch, an investment property in London, or figure-hugging Lululemon yoga pants, they spend money on these items because they *want* them.

Therefore, if you present your business, your products or your ideas as something that people need or should have,

you're running an awfully big risk. Regardless of how right you may be, you might not get the customer. Think about it: no one had to run a marketing campaign for people to get rid of their VHS and start buying DVDs. We just wanted better-quality movies.

I know a health business that made the mistake of trying to explain to people what they need to do to improve their overall well-being. They talked about radically shifting the diet, completing high-intensity workouts and fasting for extended periods. Even when people agreed with them, they simply didn't buy. Instead they bought the pill, the liposuction, the gimmicky equipment. That same business took off when it started to talk to people about what they *wanted*. The language changed, the conversation changed and the energy towards buying something changed too. What didn't change was the *actual product itself*. The same health club membership, food plan and positive habits still comprised the offer but – because they were packaged in alignment to a want rather than a need – they started to sell.

Social change works the same way. Experts agree the world probably needs to adopt a vegetarian diet, but it doesn't really want to. Until a company makes us hunger to eat less meat, we won't stop. The world needs to get clean water to a billion people, but it doesn't really want to. Only when people thirst to make this a reality will it happen. The world needs to stop putting Photoshopped, size zero supermodels on billboards and magazines, but it doesn't really want to. When we feel attracted to a more realistic image

of beauty, fashion retailers will change. The world needs to stop producing so much plastic, but it doesn't really want to. When someone makes us desire throwing sustainable goods into the trolley, we will see less plastic.

All of these things won't happen unless people *want to do them*, no matter how much we might need to. Organizations that try to tell us what we need to do will ultimately fail; organisations that make social change desirable, interesting, cool and fun will win.

Charity: Water was launched in 2006 by an ex-nightclub promoter, Scott Harrison, who understood the power of branding and celebrity endorsement. Scott engaged some of the world's best designers, branding specialists and A-list celebrities to make his concept into something people would want to associate with. He then created an ultra-cool campaign on the concept of donating your birthday for the cause. Participants raise money for clean water in Africa by requesting a donation rather than a gift on their social media. This simple idea, combined with exceptional brand experience, has evolved into a charity that raises over \$60 million a year towards its mission of taking people out of water poverty. It's also inspired hundreds of other charities to up their game and appeal to people's wants and desires rather than their guilt and shame.

Whether you're focussed on running a business or creating a social movement, the key to your success is tapping into people's wants rather than their needs. Ask people what they want, then build it for them the way they want it.

Explain it to them in the context of what they want. Then package up what they need along with it.

People buy something because the conditions are right. Even when the product is the same, the sales results can vary wildly when the buying environment doesn't match up with the way people like to take action. Like a sailboat that needs the wind, every sale needs the right buying environment. The only difference is that you control the weather when it comes to crafting a sales environment that performs.

PRINCIPLE 5

BE DIFFERENT AND SET YOUR OWN RULES

No matter what you do, commodities will always compete on price. Commodities are basic elements that are easy to compare with other alternatives. They are banal, common and interchangeable. Oversubscribed businesses ensure they offer something unique, contrarian or different that makes them hard to compare with anyone else in the market.

If you do what others do, you'll get what others get. Oversubscribed businesses often stand out because they stray from the conventional norms of their marketplace and do things on their own terms. They have the courage to play by their own rules.

THE POWER OF PHILOSOPHY

Pete Evans is a celebrity chef in Australia watched by four million people every week. He has a philosophy about

food. He believes that food should be healthy and delicious and that our modern processed diet doesn't work because our bodies have evolved without those things. He believes food has the power to heal or transform the body and processed food is making people sick and fat. He believes everyone has a "cooking comfort zone" and it's worth getting out of it and preparing things you've never tried before.

Pete's philosophy about food polarises people – especially the Australian media. Some people agree with his philosophy and have become loyal fans, and others think he's too extreme and they push against him. The more he remains true to his philosophy, the more fans he attracts – and the more detractors he deals with too.

Occasionally Pete and I discuss how he will comment in the media and the answer always comes back to his philosophy. The more he talks about his beliefs on food in an accessible way, the more people become his loyal fans. Rather than focussing on the people who don't like his philosophy, he focusses on those who do. He creates recipes for them, writes books for them, finds products for them and hosts events with them.

There's nothing to be gained by being boring, plain, beige and trying to please everyone. For one thing, it's impossible – and for another, attempting to fit in with the crowd will get you nothing more than *the market*. And you know by now that the goal is to create *your own* market – and to share your philosophy with them.

Your philosophy is made up of your strongly held beliefs and opinions. It's your take on life and it doesn't need to appeal to everyone. Your philosophy is based on your vision for the future, your story about the past, your maxims and values that resonate most strongly with you.

If you were sitting by an open fire with a friend talking about life, the world, friendships, family and the hard lessons you've learned, out would come your philosophy. If you both shared openly what you believe, you'd end up building a stronger bond as friends.

People who only share the features, advantages and benefits of their products box themselves in. They become another vendor trying to sell a commodity. When you have the courage to share your philosophy you become like a champion of a cause or a leader of a movement.

Environmental activist Captain Paul Watson has a philosophy that the environment needs to be protected with brute force. He's willing to go to the icy waters in the southern oceans and put himself and the crew of the *Sea Shepherd* between a whaling ship and a humpback whale. Not everyone believes in his approach, but enough people do for him to maintain his rebel fleet of ships.

Warren Buffett has a philosophy when it comes to investing. Oprah Winfrey has a philosophy on television content. Richard Branson has a philosophy when it comes to building his team and his brand. Technology billionaire Elon Musk has a philosophy about why it's important to go to Mars!

When you develop a clear philosophy and you put it out to the world you'll begin to build stronger bonds with your own market. Not everyone will agree with you, of course, but if 1,000 people feel strongly about it, you'll have 1,000 people who are *your* market. If you have no philosophy you appear to be bland and like every other commodity in your market. You're back to competing on price.

What's your philosophy? What are your strongly held beliefs about what you do? What do you stand for? What do you stand *against*? What is the change you want to see in the world?

The clearer you are when answering these questions, the closer you will be to being oversubscribed.

IT'S OK TO FAIL

"Fail whale!" I grumbled. I had composed a tweet and had clicked "send" but instead of seeing my tweet go whizzing around the world to be retweeted, the damn picture of a whale and birds appeared along with the message: "We're unable to cope with current demand."

I'm sure I wasn't the only one to wonder why this basic messaging system was always breaking down in 2009. Considering that Facebook was coping just fine with messages, images, videos, events and likes at that time – and all Twitter had to do was capture 140 characters and send it out to the world – I often wondered, how hard could it be?

Did the “fail whale” make me want to use them less though? Strangely not. Instead it gave Twitter a mystique, signalling to the market that the platform was in such high demand that it almost couldn’t handle everyone who wanted to use it. In short, Twitter was oversubscribed.

There’s something very powerful about being “unable to cope with demand,” yet most people and companies try to hide it. Rather than pretending you’re superhuman when you get too busy, tell people that you’re currently fully booked and physically unable to cope with the demand. Be polite, be cheerful but be honest about it.

Expose this fact to your clients. Tell them that you’d love to work with them but right now there’s not enough room in your office to hire more staff, or you keep running out of the supplies you need. Tell people there’s a problem caused by too much demand. Let them know you are working on having it fixed as soon as you can and they should try again soon.

You’ll be surprised at the response this generates. Yes, people will be frustrated and annoyed that you’re not able to take their business, but they’ll be curious and intrigued by it too.

I once called a business coach who was referred to me with a high recommendation by a friend. I left several messages and got a call back a week later. He told me that he was taking six weeks’ holiday and that I would have to call him back then.

At first, I thought all the same things you’re probably thinking: “What kind of professional coach doesn’t offer to

call me back? Why does he put holidays ahead of potential new business? Shouldn't he have systems and processes that run the business without him?"

Strangely though, I set a reminder in my diary to call him and we had a great first meeting. He was refreshed after his holiday and explained that he had come back and "fired three clients" whom he wasn't excited to work with anymore because they didn't challenge him enough. He proceeded to interview me as a potential client and give me his list of rules for working with him. He also gave me his holiday times a year in advance and instructed me not to call him during those times. It wasn't a gimmick; he genuinely seemed unfazed by the idea of walking away from my money.

I was shocked – but I also respected it, and I signed on for a \$40,000 coaching programme for myself and the team.

It sounds so counterintuitive – we've all been told that the customer is king. Oversubscribed businesses don't see it that way though. They believe they have something of high value and they can only deliver it properly on certain terms that work for both parties.

They also believe that there are plenty of other people out there who want value and they would rather find someone who agrees to their terms than bend themselves out of shape to meet the demands of others.

Where are the bottlenecks in your business? Is it the delivery systems? The number of senior staff? Your own creativity?

On your journey towards being oversubscribed, it might be wise to be more open about your shortcomings and tactfully enforce measures to ensure you don't break at the seams by overselling your capacity.

IT'S OK TO SAY NO

The most famous nightclub in the world during the 1970s was Manhattan's Studio 54. The owners decided early on that they would rather be empty than have the wrong people in the club. They were the first club that famously turned people away for wearing the wrong shoes or not being glamorous enough.

You need to treat your business the same way – as an exclusive club. And just like Studio 54, you must be willing to turn away people at the door if they aren't a good fit.

No is powerful. It's a word that is said by people and businesses that are sure of what they do and who they are for.

Only the best restaurants will say no to a reservation. Only the best business consultants will say no to a potential client. Only the best hotels will say no to a booking. Only the best nightclubs will turn someone away at the door. Only the best retail stores will tell someone, "No, that jacket doesn't suit you."

Only the best will say no to a person who wants a discount or to bend your rules. Only the best will say no to a talented applicant member who is *almost* but not 100% right for the job. Only the best will say no to a supplier who

ticks *most* but not all of the boxes. Only the best will turn down money from investors when it just doesn't "feel" right, despite the amount of money they're willing to provide.

Google has over one million applicants who apply for just a few thousand jobs each year. They have tests, games, questionnaires and assignments that whittle the numbers down in what appears to be an intellectual's version of *The Hunger Games*. Only the very best can survive and 99% are given a polite no. At the very end, the most senior executives must sign off on each and every Google employee; often founder Larry Page himself signs off on new hires. Google understands the power of no; they are aware that their future depends on being fussy.

Netflix has a policy that states that employees who don't like working for them can get paid a \$2,000 bonus to quit. They encourage any staff members who aren't happy to put an end to it fast and admit they aren't happy there rather than dragging the process out and bringing bad energy into the team.

Businesses who become oversubscribed know what they want and have no problem saying no to the rest. They know who their best customers are, who their most loyal and productive staff are, the suppliers they want to use and the investors who will work. They say no to anyone and anything that isn't right.

No requires you to develop high standards and stick to them.

In my business we interview people before they become clients. And we turn people away all the time who

aren't a good fit. We know that we have to spend time and energy on every client. We also know that some people or businesses would either be too much hard work or we would struggle to deliver to them a remarkable result. If someone isn't a good fit with our business, we politely tell them so.

Saying no is also about evolving and living up to your philosophy.

Furniture retailer Ikea has decided it is saying no to doing business in a way that isn't sustainable. Leading companies are saying no to suppliers who don't care about the environment. Many forward-thinking restaurants in Asia are saying, "No, we don't serve shark fin soup here" after it was discovered that 90% of the shark populations have been decimated for this broth.

It might cost you something to say no in the short term, but being fussy makes you better and stronger in the long term.

You already have a built-in radar that tells you when to say no. The problems come when you ignore it. Even when your head says "Don't take on this client; they will be a complete pain in the ass" you still take them on because they help you pay the bills.

That's not how an oversubscribed business works. An oversubscribed business tunes in to that little voice and acts upon it. An oversubscribed business says, "I think you'd be happier going elsewhere" and doesn't look back. They know that saying no to someone who's not right for the business creates the space for perfect clients to show up.

IT'S OK TO MAKE PEOPLE WAIT

Steve Jobs had only been on stage for a few minutes, but the audience's excitement was already at fever pitch. People had known for weeks that an announcement about a new product was coming, but no one knew what it was going to be. Rumours circulated during the two-day conference, yet no one really was any closer to the facts.

When Jobs walked onto the stage he was relaxed and poised as he said, "This is a day I've been looking forward to for two and a half years." He began to drop clues: "We're releasing three revolutionary products – a wide screen iPod with touch controls, a revolutionary mobile phone, a breakthrough internet communications device." Jobs continued to flick through images and although it didn't quite make sense, something appeared all of a sudden. "These are not three separate devices, this is one device. We are calling it an iPhone!"

What happened in the following weeks after the 2007 launch was astounding. People went online and preordered this device by the millions, they lined up outside the retail stores, they badgered their phone companies to break their existing phone contract, and they gladly paid whatever money they had to buy a phone *they had never actually seen.*

From the moment of its first release, the iPhone has become one of the hottest products ever invented. It was launched just before the global recession at a premium price and yet it sold out in days and continued to sell out as fast as they could build them.

The real story isn't just about the gadget itself. It is about the powerful way that great product was brought to market Steve Jobs knew it was OK to make people wait. He made people wait for information, the release date – even outside the physical store – before they could buy it.



He made an innovative and high-quality product and he emphasised that it would be ready for market on his terms and not beforehand.

Making people wait isn't a bad thing; it enables the hunger to build – sometimes quite literally.

There's a restaurant called Granger & Co in London's exclusive Notting Hill neighbourhood that makes a phenomenally good breakfast. On almost every day of the week, you'll see people lining up out the front (sometimes in the rain), waiting for a table to become available.

What's interesting about this restaurant is that nothing is rushed once you are inside; everything happens at a relaxed pace. It's full but not overcrowded. Staff members

seat you, give you menus, come back with your coffee – and give you as much time as you need to make a decision about the food.

They never rush you to finish and free up the table; you can sit and talk for hours if you want. The food is made slowly with fresh ingredients and presented perfectly every time. I presume they don't try and rush the chefs in the kitchen to make it faster. They seem perfectly OK to let people wait outside while they deliver their magic inside.

If Granger & Co crammed the restaurant full of tables, rushed the food preparation and pressured customers to leave quickly, the magic would be lost. There wouldn't be anyone lining up out the front, and there probably wouldn't be anyone inside either.

This business is aware that doing things right takes time. You should never sacrifice your standards in order to squeeze another customer through the door. Making people wait sends a message that what you have is worth waiting for.



Businesses that struggle don't make people wait for quality. Instead, they try every trick in the book to squeeze people in at the expense of the brand experience. They take on customers when they can't deliver, rush the delivery, throw the magic out the door in order to make an extra sale. It's a short-term approach that leads to a long-term struggle.

IT'S OK TO BE CONTRARIAN

Jason Graystone set up a business in his 20s and had made enough money to retire in his 30s trading financial markets. Several years in, he became massively dissatisfied by the scams and nonsense being peddled by people teaching financial market trading.

The trading gurus all say the same things – trading financial markets is easy, anyone can do it, you can make consistent returns and you can start small and replace your income quickly.

With encouragement from our Key Person of Influence accelerator, Jason started making videos on YouTube sharing his experiences as a trader. He told people how hard it was and how most people shouldn't do it unless they have a highly analytical brain. He told people openly his overall returns were more modest than most new traders expect to make – if you want to replace your income you'll need quite a sizeable pot of money.

He told the truth about there being no consistency to his trading income. Sometimes he would lose money for

several months in a row before making a lot of money in a few weeks. He offered people the chance to watch him trade live, ask questions and get brutally honest answers.

All of his advice flew in the face of what 99% of trading gurus were teaching and not much of it was positive in comparison; but something strange happened. Hundreds of thousands of people from around the world started watching his videos and asking him questions.

Today Jason heads up a successful business called Tier One Trading and with almost no marketing spend has built a community of hundreds of active financial market traders who subscribe to his updates. He only accepts analytically minded people who have previously held technical, skilled work and who have a high net worth. He also makes people take a course on emotional intelligence and letting go of past emotions before he talks about money management and financial markets. He's become so highly regarded that professional trading firms in London and New York have contracted him to coach their professional traders who are handling many millions of dollars each day.

It's OK to play a different game to everyone else. It's OK to tell the truth when everyone else is exaggerating. It's OK to be old-fashioned when everyone else is trying to be modern; it's OK to be expensive when everyone else is trying to be cheap; it's OK to be flamboyant when everyone else is trying to fit in.

What are the expected norms in your industry? What's everyone else doing? What would the opposite be and how would you do that really well?



Contrarian ideas are powerful, challenging the status quo is powerful. If everyone in your industry charges by the hour, create a fixed price. If everyone in your industry sells components, be the company that sells only bundles. If everyone is showing off about their heritage, be the company that is a new and disruptive thought leader. If the industry norm is to sign clients on to 12-month contracts, be the first to offer month-by-month billing with no break clause. Charge based on results, give more away for free than everyone else is charging for, charge for something that others do for free but do it powerfully and exclusively. It's your business and your integrity so you get to make the rules.

PRINCIPLE 6

VALUE IS CREATED IN THE ECOSYSTEM

Life isn't simple and neither is business. Nothing works on its own; everything works together. Gone are the days when simply providing great value gets you paid well. The people who get paid well today are the people who build a sophisticated product and services ecosystem.

NOTHING WORKS ON ITS OWN

Consider where self-made billionaire Oprah Winfrey makes her money. Is it the TV shows, the magazines, her books, the content deal with Apple or her minority stake in Weight Watchers?

Oprah makes money from her TV appearances but she actively promotes shows that she doesn't appear on. She could charge a fortune for any keynote speaking opportunity but she often does them for free if it's the right cause.

She gives away so much value online that she's not getting paid for and she spends huge amounts of time and money working with charities and social causes. She's regarded as an A-list celebrity talk show host but she makes a lot more money from deals that don't involve her TV shows. She sells a lot of books and magazines but she's made more money from selling down stakes in her companies. You may wonder – where is the money really made?

The truth is, it's all part of an ecosystem of products and services that all work together to make a lot of money and to have a big impact. It's the ecosystem as a whole that creates the value, NOT any one product, service, system or person.

You can't try to take the ecosystem apart and measure it in isolation. The magazine in isolation might seem like a waste of time; however, maybe the magazines create a unique opportunity for launching new products. You might wonder why she would buy shares in a struggling old business like Weight Watchers but then the shares double in 24 hours when the deal is announced because of the way she can feature it in her media. You might think she's underpaid for some distribution deals – but when you consider what these do for the value of her shares in other ventures you might think again.

None of it works on its own; all of it works together. Your job is to create a remarkable ecosystem that delivers a positive experience and keeps people coming back for more.

Contrast Oprah's approach with that of most business managers and owners I meet. Many are annoyed because

their business isn't simple. They say to me things like the following:

*"I deliver great value and I expect to get paid for it.
What's wrong with that?"*

*"They should pay me my fees if they want me to come
and speak at their conference. I can't be expected to work
for nothing!"*

*"This social media stuff is a waste of time. It takes hours
and I'm not getting paid to do it!"*

*"I will do something for charity after I make money. I
don't have spare cash to be giving away; my business needs it!"*

These sentiments make perfect sense in a highly simplified world. But that's not the world we live in.

Every business leader must acknowledge that building a successful business requires them to make a complex ecosystem seem congruent and effortless. They must turn chaos into order and do it with style. Entrepreneurs and leaders can no longer simply deliver value and then get fairly paid. That model died a long time ago. Today's high-performing businesses are ecosystems of people, products, media, software and services all working in harmony. They are complex, paradoxical and hard to mimic.

You cannot expect to be highly rewarded for doing a good job. Rather, you can expect to be rewarded when you've built a high-performing ecosystem that delivers value in a multitude of ways.

GIVE AWAY IDEAS, CHARGE FOR IMPLEMENTATION

As a child, I remember my dad's office was full of white cassette tapes in colourful laminated boxes with photos of men in suits on the front. He had tapes on goal setting, marketing, time management and relationships. These tapes weren't cheap in the 1980s and 1990s; in fact, each set cost hundreds of dollars.

It was the information age and information was highly valuable and difficult to come by. Finding someone who would share *quality* ideas was even harder. Gurus in all industries sold special reports, audio seminars, documents, subscriptions and workbooks by the truckload. There was a sense of anxiety during that time that someone else might have access to more information than you and you'd miss out on something great because you were off doing something else.

Then something changed. Google, YouTube, WordPress, iTunes came along and suddenly everyone was drowning in information. By 2010 the amount of readily accessible and free information you could get your hands on was endless. You could download any document you wanted, find any fact at the touch of a button, watch endless hours of video on any topic and listen to terabytes of high-quality audio podcasts for free.

After 2010, the anxiety people felt was a sense that they had *too much* information coming at them and not enough time to do anything with it. The *value* of information has

fallen through the floor and the value of getting things done has risen through the roof.

These days, my dad's office is clutter free. He's got a few of his favourite books, but other than that, he wants to avoid distractions so he can run his business. When he needs information, he simply goes online.

This isn't obvious to some people though. They are still under the impression that their information is somehow more valuable and they should make money from it. I see plenty of people still trying to make money from ebooks, downloads, online courses and audio programmes. They refuse to acknowledge the world has changed.

The new model is pretty simple though and only requires a small shift. You must give away information freely or cheaply and then charge for the *implementation* work.

I share my ideas openly in books and blogs. I don't hold anything back; if I have a good idea that belongs in a book or a blog it goes up for the world to see. As a result, people read my ideas and then want to put them into action. I often get emails from people who have a budget ready and want to get my company to help them implement the ideas they read (you are welcome to email me too if you want at daniel.priestley@dent.global).

You can see this happening successfully with many large companies. High-end yoga apparel brand Lululemon has terabytes of information about yoga on their website. You can read, listen to, watch or do things on their site for days. You can even go into the retail store and take a free yoga

class. When the time comes that you want to get active with your yoga you then go shopping with them and buy the kit you need.

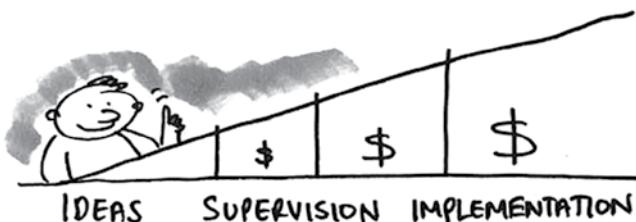
Consider the spectrum of value your business could offer:

- **Information or ideas** – People love learning but they are drowning in ideas, information, recipes and strategies. You could give people the blueprints for a stealth bomber these days and they would lose it in their “downloads” folder. Information and ideas are perfect to give to potential clients to demonstrate that your company is a thought leader; however, the days of charging purely for information are numbered. Example: a diet and fitness plan.
- **Components** – This is where you sell the building blocks that people need to create something themselves. Components could be raw materials, basic services or regular commodities. You’ll need to sell a lot of these if you want to make any money. Example: a set of workout weights.
- **Supervision** – This is the lowest form of implementation work you can offer. It’s when your company provides close and ongoing supervision while your client works at achieving an outcome. Be aware you’re dangerously close to selling ideas unless you’re taking an active role in the client’s ongoing journey and assisting them to get the results they want. If there’s no real accountability or

personalisation, this type of implementation will lose its value. Example: a gym.

- **Done with you** – This is of moderate value to your clients. It's when you and your clients work together to create an outcome. They provide some of the work and so does your business. Example: a personal fitness trainer.
- **Done for you** – This is a solution whereby your business has created a full and complete answer to a problem that your client needs solved. This is the most valuable solution for a customer because it involves very little of their time or creative energy to get a result. Example: liposuction.

The more your business takes on the responsibility of delivering an outcome, with little or no external input, the more value it creates. We see solution products in a variety of industries, such as telecommunications, software, accommodation, financial services and countless others. These solutions are ready to go; you can buy them and no further input is required from you in order for them to be implemented.



And almost every industry offers various products at all levels. The less energy required from the client, the more valuable the product. Sticking with the previous example, if you want to lose weight, you can buy a book for \$20 or pay \$500 for a gym membership, \$3,000 for personal training or \$15,000 for liposuction.

Your business should offer several products and cover all of these categories. It should be part of an ecosystem of products and services.

You must remain conscious that the value has shifted away from information and into implementation. Don't go broke trying to sell information; make millions giving it away for free and then charging to make it happen.

IT'S EASIER TO CLIMB SMALL STAIRS THAN TO JUMP BIG WALLS

It was just after the dot-com crash in 2001 and investors were gun shy. They had lost a lot of money on technology companies and they didn't want to lose any more. So the timing couldn't be worse for Matthew Michalewicz, a young entrepreneur who needed to raise \$3 million to launch a very powerful IT business with a sound business plan. Just a few months earlier, investors had been beating down his door and would have transferred funds after reading the business plan. Now everything was quiet.

But Matthew had an idea. Rather than asking investors for funds, he would show them the plan and ask them for an "expression of interest form." The form indicated

that they liked the plan and wanted more information as it unfolded. Along with the expression of interest, he asked them to indicate an amount they might feel comfortable investing in this sort of business. He made it clear that there was no obligation to invest; it was just an indication.

After six weeks, Matthew had expressions of interest for more than \$4 million. He was oversubscribed. He then decided to call everyone on the list and let them know that he only wanted to raise \$3 million but he had expressions of interest from investors for \$1 million more than he planned to raise. He asked all investors whether they would be willing to invest some or all of the money they had indicated.

All of the investors started to put in the full amounts they had indicated and Matthew raised the full \$3 million before he could contact the whole list of investors.

Had Matthew gone to the investors asking for money up front, he likely would have gotten a lot of nos. No one was investing so soon after the crash. But because he created an easy first step, he was able to get soft commitments that he then firmed up after being sure he was oversubscribed.

This isn't just a good idea in times of caution and austerity. This strategy fits with human behaviour at the best of times too. Making people jump over the wall freezes people into inaction. People hate making big commitments or taking any action that's hard to back out from. Giving people a

low-risk first step is a powerful way to move people in the right direction.

Not so long ago, a consultant approached my business with a remarkable plan. She had 20+ years of experience developing systems and rolling out operations with a global business that I admired. She knew answers to all sorts of questions that I had; she was smart, experienced and I was thrilled by the idea of working with her after the first meeting.

A week later, upon my request, she sent a plan to work together with a six-figure estimate. I agreed with the value she offered and that she was the person best suited to help us – but I was reluctant to commit to such a sum of money as a first deal. To this day, we've not moved forward because the decision felt too big for my team to proceed with. Had she created a low-risk first step for us to climb we would have spent a fortune by now. Giving us a wall to climb killed the sale.

When you are selling something of high value like the implementation of a full and remarkable solution, consider selling it in staged components. Break the big commitment into a series of smaller commitments that each feel low risk.

INNOVATE THE ECOSYSTEM, NOT THE WINNING FORMULA

Singer Alicia Keys made a terrible mistake when she tweeted from her iPhone – a mistake that could have been one of the nails in the coffin for Blackberry. Quite separately from the content of the tweet, a message was sent to the world

that even Blackberry's company ambassador preferred an Apple product.

Only weeks earlier, Blackberry's maker RIM had signed a deal with Keys to try and make the phones appear cool. Blackberry executives had clearly felt the pinch from iPhone and they started to forget their winning formula. They made the decision to try and beat Apple at its own game – which from a distance seemed like an insane move.

Blackberry brought Keys in to help design a sexy and sleek new device and to tell the world that Blackberry was the phone she owned. Except for one thing – she didn't. She owned an iPhone as everyone could see for themselves on the meta tags in her tweets.

Years earlier, Blackberry had risen to dominance with a clear winning formula: people don't buy a Blackberry, they get them from their companies. Blackberry phones were safe, secure and compatible. They were hard to hack and easy for a central IT department to lock down. Members of IT departments recommended Blackberry not because it was cool, but because it fit with their systems. No amount of glamour and fanfare for iPhone was going to change the mind of a CTO who had to buy and manage thousands of handsets for an army of workers.

Secure, safe and compatible is a winning formula that could have kept RIM in business for many years – if only they'd stuck to it. Cool, sleek and aspirational was Apple's winning formula and no one in their right mind should try to compete with Apple on its home turf.

Companies that succeed innovate *but* they never mess with their winning formula. They innovate the ecosystem around the winning formula.

The Porsche 911 is by far the most profitable supercar on the market. Porsche innovates new channels to market, new systems of manufacturing and new creature comforts for the driver but they don't alter what has always worked for them. Their frog-like 911 design was gorgeous in 1963 and it's still gorgeous today. Decade upon decade, they don't look too dissimilar to their predecessors. Porsche knows that their design isn't broken and that's not where they make radical changes.

In business schools around the world, the word *innovation* is sacrosanct. You can't go wrong talking about "innovation" – it's one thing anyone can talk about and get unanimous agreement. Few people however tell you what *not* to innovate.

If you know your winning formula don't mess with it. When it comes to innovation your goal is to enhance what's working by innovating an ecosystem to support it. Feel free to innovate product extensions, improve suppliers, transform your digital assets in line with the times or create an aggressive social media strategy – just don't touch the core idea that people love.

When you're onto a winner, don't mess with it. LEGO has extended their brand into movies and partnered with other brands in highly innovative ways over the years. But the one thing they stay true to is their LEGO brick system;

it's the core of who they are and they know not to mess with it. Expectant mums and dads all over the world look forward to playing with LEGO when their child is old enough. The magic would be lost if the bricks were somehow different to the ones they had when they were kids.

Roger Federer is probably a bit sick of tennis; he's probably sick of being so professional and well-spoken too. He likely has days when he'd love to go play golf or try basketball. I bet he sometimes wants to throw his racket, yell some abuse at an umpire or trash talk his opponent. But now's not the time to switch games or persona. Roger Federer is known globally as one of the best tennis players of all time and more than that, one of the greatest sportsmen of all times for the way he conducts himself in victory and defeat. It's that combination that makes him one of the most highly paid athletes ever.

Roger can innovate with his sponsorship deals, he can create new lines of clothing or expand into new types of brand endorsement deals. He can set up innovative websites or social media accounts. He can innovate however he likes except for his trademark sport and sportsmanship.

Undisciplined innovation out of boredom is dangerous. If ever you feel the restless urge to create something new, the first place to innovate is in the ecosystem that supports your winning formula.

PRINCIPLE 7

MEET PEOPLE WHERE THEY ARE, SPEAK TO THEM IN THEIR LANGUAGE

You are in the business of transformation: moving people from their current state to something they want even more. If you want to take people on a journey, you must meet them where they are, communicate with them in the language that resonates with them now and show them a clear picture of where they will end up if they go with you.

MORE DATA, MORE SALES

The US presidential elections are the most contested, high-stakes marketing campaigns on earth. We must pay close attention to how the winning candidate gets his message across to voters.

In the 1930s Franklin D. Roosevelt campaigned for president on the radio. He created something known as the “Fireside Chat” to speak directly to voters on a regular basis about the issues that mattered to them as they happened in real time. This technique was revolutionary at the time; it leveraged a national network of radio stations that carried his voice to all corners of the US.

Prior to this, presidents relied upon newspaper networks to report on what they had said, and often their words were mangled or distorted by journalists and in many cases the tone of voice was lost and the message misread. National radio solved this problem and FDR was the first president to harness the power of radio. In the decade ahead, radio became the marketing channel of choice for big brands and the key to success was the radio jingle.

In 1960, John F. Kennedy went head-to-head with Richard Nixon in a live televised debate. Nixon wasn't comfortable under the hot studio lights and he continuously wiped his brow and lips with a handkerchief. On radio a move like this would have gone unnoticed, but on TV Nixon looked nervous or stressed out. JFK by contrast seemed relaxed and poised; he had been on TV a lot more and was prepared for the studio environment. People who listened to the debate on radio thought that Nixon had won but the majority of the population had watched it on TV and voted for the candidate who performed for the screen.

In the decade that followed, TV became the number one medium for reaching consumers. Brands moved their

budgets from radio to television. The key to successful marketing was to master the 30-second commercial.

In 2008, Barack Obama was the first presidential candidate to use social media as a way to engage with voters. His campaign managers were early employees of Facebook and they drove him to embrace the online platforms. His website featured a section called “Obama Everywhere,” which linked to his Twitter, Facebook, YouTube and other social media accounts. He uploaded more, he shared more and he responded more than all of the other candidates; and he won more votes as a result.

In the following decade, social media marketing became the main arena for brands to reach their customers. Every big brand moved their spend towards the same platforms Obama had used to win the election. Big brands hired social media marketers, and agencies moved their focus onto content creation to feed the endless need of social feeds.

In 2016, Donald Trump shocked the world with his technical win based on the electoral college, not the popular vote. He had engaged data analytics companies to create a marketing campaign unlike anything the world had seen before. Using a loophole in Facebook, his controversial data marketing team at Cambridge Analytica were able to piece together vast amounts of data about voters and then deliver uniquely targeted campaigns to each voter based specifically on their existing views.

For people who cared about guns, he ran ads about how his opponent was anti-guns. For people who loved Hillary’s Democratic opponent Bernie Sanders, Trump ran ads encouraging

them not to bother voting at all. He focussed his money into the locations that mattered most based on the data and the likelihood of winning the most electoral college votes, not the popular vote. Data informed every decision about what to say to the people that would deliver him the White House.

Following Trump's victory, we will see a huge shift in marketing spends towards data and analytics. Big brands will adopt the approach of gathering as much data about people as they can and then hyper-targeting their marketing messages to people based on their existing preferences. Eventually every marketing campaign will speak directly to the person who's seeing it.

HYPER-TARGETING IS YOUR MARKETING GOAL

Hyper-targeted marketing presents a completely new business landscape that crosses all kinds of traditional and ethical boundaries. Before this era of data-driven marketing, advertising and campaigning was conducted out in the open for everyone to see and evaluate the same information. Going forward, all people are living within their own news and information bubble that is being constructed just for them. Neighbours who live side by side on the same street might see and hear completely different information about the world.

A single mother working in retail, taking yoga classes and has concerns about the school curriculum will be

bombarded with information that perfectly aligns to her world. Her elderly neighbour in the flat below, who is concerned with health care funding, wants to see a ban on fracking and is planning a trip to Tuscany, will have a completely different experience of the online world.

As controversial as it is, personal data is up for grabs to inform the marketing machines. The locations you visit, your sexual and political preferences, your hobbies, your search results, your friend preferences, the videos you watch and countless other things all give advertisers more clues on how to approach you.

As we move into a world powered by artificial intelligence this will only get more and more detailed. If you wear a smart watch, AI algorithms can determine what you are doing with your hands. Based on the tone of your voice, AI can know who you are talking to and how you feel about them. If an AI can see video footage of your face, it can spot micro-expressions that reveal your thoughts and emotions on a topic.



Expect to see Amazon suggesting products that are frighteningly aligned to your needs and preferences. Expect to see suggested YouTube videos that relate directly to what you were thinking about in the current moment. Expect Facebook ads that seem to form a narrative in line with topics you already like. Expect your email inbox to contain a wonderfully timed message that relates to something you were talking about near your Google assistant. Expect a phone call at the exact moment you're a bit bored and expect it to be an AI voice assistant whose tone of voice seems to be the most wonderful character you've ever heard.

Like it or not, data and algorithms will be at the core of marketing for the foreseeable future, and your business needs to consider how it will use these tools.

DATA IS THE LIFELOOD OF MARKETING

Small businesses need to adapt fast to this way of marketing. Being hyper-targeted and customised to people's needs was once the domain of boutique companies, but it is fast becoming the strength of big brands. Small businesses need to discover ways to collect more (much, much more) data about their customers and then use that information to create laser-focussed marketing campaigns to individuals based on that data.

Twenty years ago marketers were considered to be strategic if they ran "A versus B tests" with their ads or emails. Today's leading marketers test hundreds of variations of ads and

messages. They test vast combinations of headlines, images, copy and calls to action. They watch and learn as algorithms determine which ads perform best on which type of people.

Collecting names and emails is no longer all that important in an age when tracking people down in real time no matter where they are is a basic feature of the main ad platforms. Your business needs to conduct surveys, scorecards and quizzes with your clients so that you have access to unique data insights. You need proprietary data in order to stay oversubscribed with the minimal spend.

The more data you collect, the less you need to spend on sales and marketing.

A broad-blanket newspaper advertisement about a holiday destination might speak to 5% of readers who see it. Although it seems relevant to only a small number of readers, the company that ran the ad paid the cost of putting it under the noses of every reader. This untargeted approach is costly, outdated and unnecessary.

A hyper-targeted online ad, zeroing in on parents of teenagers, who earn over £80,000 and are psychologically open to new experiences, could speak to a much higher percentage of people who see it. If the ad features a woman when it appears in a woman's Facebook feed and a man when it appears in a man's Instagram feed, it will perform better still. If the copy says, "You've been working crazy hours, it's time to take a break" because the algorithm knows this is the case, it will perform even better. When people's location data show that they are at home most of the day, the ad changes and says,

“Tired of the familiar? It’s time to get out of the house and down to the seaside,” the results will improve again.

Data allow you to customise and target your message to the right people, in the right place at the right time. In the future companies that waste their marketing budgets on people who aren’t interested in the message at that moment will be put out of business by companies that are using data to communicate more powerfully.

DATA CREATES LOVE

Data collection, insights and utilisation sounds pretty clinical but it’s the key to creating deep affection towards your brand.

My company Dent runs ads every week on Facebook for people to complete the “Influence Scorecard.” We target people who describe themselves as an entrepreneur, CEO, founder or managing director. People click on our ads, respond to 40 quick questions about their business and they then receive a 20-page report describing specifically how they could increase their influence.

Behind the scenes, we receive all of this data and we can categorise people based on how they answer the questions. We can tell if people are just starting up a new business or if they have an established business with lots of employees. We can see straight away if people are happy with their performance or if they are frustrated by a lack of growth. We can even determine if people are happy with the number of holidays and financial rewards they receive.

As a result of the data, we change the way we talk to each person. We don't talk about startup-related issues with people who have multimillion dollar businesses already. We don't talk about the importance of team culture with people who don't have a team. Data allow us to recommend the right products to each person or to suggest some content that is perfectly suited to their needs.

The system we use (ScoreApp.com) enables us to create custom ads and emails automatically based on how people respond to our questions. It updates our salespeople with information about who on their list is more likely to buy.

Our online scorecard has become our primary tool for marketing because it gives us the most data at the lowest cost. Data give us the power to speak to people specifically about the issues that matter most to them. When we speak to their needs and address their issues, we quickly become a brand that they love.



PEOPLE DON'T SPEND BIG MONEY TO SOLVE SMALL PROBLEMS

There's an ancient poem that talks about small things causing big, unintended consequences. It goes like this:

For Want of a Nail

*For want of a nail the shoe was lost.
For want of a shoe the horse was lost.
For want of a horse the rider was lost.
For want of a rider the message was lost.
For want of a message the battle was lost.
For want of a battle the kingdom was lost.
And all for the want of a horseshoe nail.*

I like to imagine that this poem was created by a horse shoe salesman who grew tired of people asking for cheaper alternatives. The author of this poem meets the buyer where he is – someone who wants a cheap horse-shoe that involves using a few less nails. They then take him on a step-by-step journey to explain how small cost savings could create huge problems in the future. When the logical progression plays out, it becomes unthinkable to risk your entire kingdom for something so cheap and insignificant as a nail.

Before you can sell an outcome or solution, you must meet people where they are and take them on a journey. Typically people are experiencing just a small problem, a

niggle or simply feeling curious about a topic. It's important to start where they are, explore the first few steps without jumping straight to conclusions.

Play out their small decisions; let them think through each action and each consequence slowly if they need to. As someone well-versed in your industry, resist the temptation to skip past the nuanced implications of each decision. Let each domino knock over the next one until you arrive at the logical conclusion.

If you want people to place a higher value on what you do, you must become an expert in where those dominos land – the long-term consequences of your customers' decisions. You need to know more about their future than they do and gain the power to hold up a crystal ball showing a clear picture of where their course of action leads to.

Your crystal ball could show someone achieving their wildest dreams over time and distance or it could show them losing something they cherish. Either of these scenarios creates a problem – “*If the right action isn't taken today, it will seriously affect the quality of my future.*” Losing something you value or missing out on something you want are both terrible problems.

Expecting people to take big, bold actions and spend large amounts of money on something trivial isn't wise. You must create the contrast between what's happening today and what could materialise. The *problem* must become big, bright and clear if you want people to get excited by the solution.

When the problem is clear, the solution must be elegant and complete in order to captivate attention. There's no point in showing people a compelling future if you can't deliver everything needed in order to achieve it. Too many businesses sell components for solving a problem or achieving a result rather than packaging up everything needed.

Can you imagine the disappointment in buying a guitar and being told, "We don't sell guitar strings – you'll need to go online and buy them separately if you want to play." Instead imagine the joy of buying a guitar with strings, an amplifier, plectrums, leads and lessons to get you playing your favourite songs this month.

Many businesses are selling their "guitar without the strings." Fitness trainers fail to package up healthy meals, life coaching, books and podcasts with their gym sessions. Dentists fail to package up whitening, straightening, hygiene appointments, electric toothbrushes and lip moisturisers with their cavity filling. Tech companies fail to offer training, graphic designers don't do copywriting or printing, landlords don't give their tenants WiFi and cleaning.

To become oversubscribed people need to know that you can solve their important problems in a full and remarkable way. The problem can't be small and the solution can't be less than what's needed to reach the desired outcome.

ALL PEOPLE HAVE THEIR OWN SET OF VALUES

If a husband and wife walk into a bookshop they might find themselves in different sections within a few minutes. The wife may have a passion for fitness and will be drawn to a new release that covers scientific research into diet and exercise. The husband may love to cook and will gravitate to a new cookbook from a celebrity chef.

When they meet back at the counter, they each roll their eyes at the other say, "You already have dozens of books on that topic; why do you need another one?"

Each of us has an unconscious hierarchy of values – the ranked order of things we place importance on. No one is necessarily right or wrong about the things that matter to them but everyone is different. The husband and wife in the story each have different values and it drives their natural interests. He can't believe she would need another fitness book because all fitness books look the same to him and she already has dozens. She's confused that he's happily spending £30 on another cook book when only that day he said he was worried about his personal finances.

When something is high on your values, you will have an insatiable appetite for it. You will learn about it, find time for it and spend money on it almost effortlessly. When something is low on your values, you will struggle to stay focussed on it for even a small amount of time.

Each of us has a top four or five things that dominate our attention and they very seldom change. Talking to

people in their language is about linking what you do to the things that people already value; it's not necessarily about getting people to value what you do.

Think of dominant values like a massive truck heading down a highway at 100 miles an hour towards a destination. You can't divert the truck or stop the truck, so the trick is to put what you have to sell inside the trailer.

If someone is passionate about his or her family and you want them to take notice of your fitness program you have to link fitness results to a better family life. You might say "With added fitness you'll have more energy for your kids and be able to share a wider range of experiences with them." Fitness goes into the *trailer* of the family *truck*.

Talking to someone about something you think they *should* value is ineffective. You might think it's self-evident that everyone would want to save money and build a financial nest egg for a secure retirement. Many people don't think of it that way; they get excited by saving and investing if it's linked to being able to go on more adventures and take more risks for their whole life.

If something isn't linked to our values, there will always be an excuse as to why we can't proceed. If something is in line with our values, there's no stopping us from making it happen.

PRINCIPLE 8

NOTHING BEATS BEING POSITIVELY REMARKABLE

If people talk about you in a positive way, your marketing budget reduces to zero. In an age when people stay connected to almost everyone they've ever met and can talk to anyone on the planet for free, a remarkable business can grow at the speed of sound.

REPLACE YOUR MARKETING BUDGET WITH A REMARKABLE BUDGET

Traditional marketing and advertising is not as important as it once was. What matters most, now and in the future, is having a product that is worth talking about.

We have a smartphone in our pocket and every friend we've ever met on our social media directories just waiting to offer up welcomed advice. Add to that, we can see

user reviews, blogs, star ratings and other relevant data in a dozen different ways.

The problem with traditional marketing in the current climate: you might be marketing your competition!

Imagine an electronics company takes out an ad in the paper that says “Take amazing photos with our new digital SLR.” You read the ad and remember that you have a holiday coming up that will provide some special photo opportunities that require more than your phone’s camera. Your next move is where everything goes wrong for the poor electronics company who splashed out on advertising. Instead of going to their store, you open up a browser on your iPhone, Google “digital SLR camera” and start looking at reviews.

You discover that there is an amazing online warehouse that everyone is raving about that sells cameras at “factory-direct prices” online. You also discover that a leading blogger on photography is recommending people to buy a different brand of camera that is not the one in the ad.

You post a tweet on Twitter “I’m buying a #DSLR #camera. Any #advice?” Experts and friends tweet back and point you to a number of great deals. By now you have forgotten that the only reason you began thinking of buying a camera was because of the ad you saw.

The advertiser will pay to get you thinking – but you will probably buy the product that is the most “remarkable.” And being remarkable is *not* about offering stupid gimmicks or pointless stunts. It’s about being the best in your niche,

offering genuine advantages, real benefits and a superior experience. Most of all, it's about authentically caring about what you do and being in a class of your own.

This also doesn't just mean being premium or high end. You can be remarkable for your innovative approach or your remarkably fair deals. You could be remarkably cheap if that's your point of difference or remarkable for the lengths you'll go to please a customer.

When someone asks, "Who should I buy from?" it is your name that should come up. *That's* remarkable.

Your businesses must begin investing more money into your products and your customer service and less money into advertising and traditional forms of marketing. Oversubscribed businesses spend money on their existing customers before they spend money on their prospective ones. It seems counterintuitive – but if you get it right, your existing customers go out and do your marketing *for* you.

I would go as far as to say you should take at least 50% of your traditional marketing budget and transfer it to the "being remarkable" budget. If you do, your products will sell because other people will spend money on marketing and then people find you.

Marketing tools and techniques are powerful when it comes to getting things moving in the right direction, but the long-term success of your business requires every touch point and every interaction you have with your market to be positive, uplifting and worth talking about.

THE KEY TO MAKING MONEY MIGHT BE *NOT MAKING MONEY*

Most people believe that Google succeeded because of its superior search engine algorithm, but there's more to the story, and a big part of their financial success resulted from them doing something that made no financial sense at the time.

Pre-2000s loading any web page took time. A typical web page might have taken anywhere from 10 to 30 seconds to load depending on what was on it. Google came up with a simple hack for speeding up the loading time of its most used page: the search page. It simply put the search bar and the Google logo – and nothing else on it.

At the time this was radical. All other search engines filled their landing page with as many ads as they could because it was the most valuable online real estate they had. The big search engines like Altavista, Excite, Yahoo! and Lycos earned millions of dollars a week from monetising their main home page. But filling the search page with ads meant their search page took longer to load.

Each of the search engine giants fought a battle to make their home pages the most valuable destinations someone would want to visit. Often they would have weather, stock prices and news updates displayed in an effort to demonstrate superior value to users – ultimately they wanted people to make their search engine the default browser so they could maximise ad revenue on the home page.

It was a constant battle to cram more onto the home page while simultaneously trying to speed up the page loading times. Then in 1998 the 23rd major search engine was launched. Google didn't only arrive late to the party, it turned up naked. Google made that bold decision not to monetise its landing page; as a result, it loaded in just a few seconds.

Only people who were online at the time will grasp how remarkable this was. Word of mouth spread like wildfire that Google was the easiest and fastest search engine to use and millions of people a week opted to make it their default home screen, leaving all the other search engines in their wake.

Although it's true that Google's algorithm was better than most, that isn't why people fell in love with it. They loved the faster load times that came from having a landing page clear from clutter.

By not making money, Google has gone on to become one of the most financially successful companies of all time. Even today, it's in Google's DNA to find ways to give away value for free and then figure out how to monetise it later. They give away maps, browsers, videos, email, a calendar, research tools and much more for free and then come up with a business model to make it viable.

This strategy is called "moving the free-line." By giving away something of value that others are trying to make money from, you create a remarkable experience to begin with.

Each year I give away free copies of my books, I post videos on YouTube, I release research, interview people for podcasts, offer reports and make business tools available. In most cases I ask nothing in return for these free things, I know that it's just a good way to kick off the relationship.

Moving the free line by giving away something that your industry usually charges for could be a powerful way for your business to become remarkable. You could also simply strip away the cheesy "calls to action" or "opt-in" pages that typically accompany free content online. The key idea is to make the first experience people have with you effortlessly uplifting and remarkable.

BUILD A REMARKABLY TRUSTED PERSONAL BRAND

Richard Branson steps out of the car and the media photographers go into a frenzy. He's dressed as an Indian chief and he's carrying a small axe. He makes his way up to the CEO of Sydney airport, extends his hand and says, "I'm here to bury the hatchet."

In that moment, the details of the conflict become irrelevant and all is instantly forgiven. Richard Branson has used his personal brand to instantly resolve a standoff between two companies who couldn't find common ground when it came to airport terminal allocation. His top executives had tried their hardest to get Virgin into the main terminal of the airport and had been very publicly rejected. In the end it was a magic touch from Richard that got the deal done.

Whatever the situation, Branson is acutely aware that his own personal brand wields the power to get things done at lightning speed. He uses his brand to resolve conflicts, launch products, raise capital, attract talented leaders and effect social change.

Branson has authored and released seven books. He writes articles for newspapers and has a team of content marketing experts who manage his social media profiles. Suffice it to say, he's mastered the art of capturing the media's attention. He's built a brand that attracts opportunities constantly and he's so well-liked and trusted that his involvement in a venture can make it an overnight success.

On social media, Richard Branson is followed by many millions of people, whereas Virgin is followed by just a few hundred thousand. Roughly speaking people feel 20 times more inclined to connect with a key person of influence than the brand.

Gone are the days when a company of any size can survive as a faceless corporation that exists as a set of logos, colours, symbols and sounds. Nowadays, fast-growth brands are driven by the personalities that represent them. Today people want to know who the founder is, the CEO's background and what sort of beliefs the leaders hold. Companies that become oversubscribed build and leverage the personal brands of the people who are inside.

Personal brands are remarkable for a few reasons.

First, human brains are pre-programmed to connect with people. A big brand can spend millions trying to get

you to recognise their symbol, but it's far easier to get people to recognise a face. Humans are hard-wired to trust and connect with faces, voices, body language and words directly from a person. We are geared to associate with people and to talk about them. If you build a remarkably trusted personal brand, people will naturally recommend you.

Second, a personal brand ensures that "you" are in the room when you're not actually in the room. That brand is present every time people mention you or discuss what you would do in the circumstances. But in order for that to happen, people need to know your unique take on things. Having a remarkably trusted personal brand means that things happen the way you'd want them to happen, even when you aren't there to make them happen.

Finally, personal brands last a long time. Even if you sell a business or change careers, a strong personal brand will give you a flying head start into the next endeavour. Some people who have passed away still have an impact on their companies' culture today. The power of a personal brand adds a boost to everything your business does.

Rob Gardner is regarded as one of the most influential people in the pension fund industry worldwide. He left his high-paying job at Merrill Lynch to set up his own boutique firm with a mission to help solve the pension fund crisis that exists in most developed countries. Gardner's previous corporate employers expected him to be a faceless "asset" who built the company brand and never his own. At his own company, Reddington, he's made some changes to that plan.

His goal is to build a company that is full of key people of influence. He's set up a company blog where every employee is requested to blog each month and shares their ideas under their own name. Each person in the business is encouraged to learn how to pitch the vision of the business to others, to go online and build connections with people. In this way, Rob Gardner is building a company full of personalities.

This strategy has led to fast growth and big partnerships. His business is punching high above its weight and winning deals over rivals who have millions to spend on marketing and branding a faceless facade. What's more is that he's attracting top talent because great people don't want to be kept in the dark anymore. High-performers want to build up the company brand as well as their own.

In 2019, Rob was appointed to the board of one of the UK's biggest investment funds as the chief investment officer with over \$100 billion worth of funds under management. His personal brand and mission had transcended his own business and gave him access to even more resources to achieve his mission of transforming the financial futures of the next generation.

Building your brand and encouraging people to become known, liked and trusted helps you, helps them, and enables you to have a steady stream of high-performers who aspire to join your team.

A lot of people have a fear of putting themselves out there. But you'll need to weigh it up against your fear of being a faceless, generic business that isn't oversubscribed.

When you examine the full picture, you'll see that it's worth building a brand because it's one of the fastest ways to become more remarkable in the eyes of your market.

Test yourself as a key person of influence by going to www.keypersonofinfluence.com/scorecard.

YOU ARE WHO GOOGLE SAYS YOU ARE

I was excited about a meeting with someone who had been introduced by a friend. This person had been described as a multi-millionaire, an adventurer and a real character who could add value to a project I was involved in. As I waited for him to arrive, I took out my phone and googled his name. To my surprise the results weren't good; actually, they were terrible.

Countless blogs described this person as a scam artist, a fraud and the organiser of a Ponzi scheme. Lengthy reviews and even YouTube videos were warning people not to do business with this guy. My heart sunk. I had been interested in meeting this man and now I wasn't sure if I should even be meeting him at all.

The meeting lasted an hour and everything about him seemed genuine. My normal radar would have told me that he was someone to be trusted and even someone to do business with. I couldn't shake off the words in those negative reviews though and I ended the meeting without suggesting anything further.

Even if the reviews were wrong about this person I know it's very hard to do business with someone who has a bad reputation online – you are forever explaining it and beginning conversations on the back foot.

It didn't really matter what the truth was, Google had created an image that might as well have been true. In the modern world, you are who Google says you are so you better guard your reputation with everything you've got.

Before the internet, people made mistakes but very few people knew about it. Even if it made the newspapers, a year later most people had forgotten and new acquaintances had no way of knowing unless they went searching into the archives.

Google doesn't forget so easily. Every news story, every blog, every video, every image and every review still exists online and is just a few searches away. Something stupid you did in 2010 could be costing you business in 2020.

It works both ways though. If you are a straight shooter and you do right by people, that often ends up online too. People can post positive reviews, write adoring blogs and upload flattering videos about you. This favourable content also lasts for years and something great you did in 2010 could be helping you win business in 2020.

From now on, assume that every important meeting you do and every opportunity you go for will involve a Google search of you and the name of your business. Bad results obviously equals less opportunities. Good results bring even

more for you. No results will ensure you are always competing on price.

This mindset should affect the way you sell, the clients you take on, the suppliers you work with, whom you hire, how you handle complaints and hundreds of other decisions you make about your business.

Live your life as though everything you do will be documented by Google and available to see by anyone for a long time. There's a high probability your great-great-grandchildren will study your life for a homework assignment, so be sure you make them proud of what they see.

I'm not saying you don't be yourself and have a good time; just don't be your worst self and have such a good time that the police are called to the scene. Keep in mind, one really stupid mistake can unravel years of good deeds.

Pay close attention to negative reviews that get posted online about you, your business or your products. Do what you can to mop them up as quickly as you can – one prominent bad review can cost you sales, good employees or strategic partnerships. Wherever possible, find a way to rectify problems and make sure people are left feeling good about their interactions with your business.

Staying oversubscribed long term requires you to pass the Google test many times each month. Your reputation is an asset more valuable than anything else you own; treat it as such. Develop it, grow it, enhance, improve and protect it; then watch the steady stream of dividends it provides.

PART II

THE CAMPAIGN-DRIVEN ENTERPRISE METHOD: TURNING PRINCIPLES INTO STRATEGY

It's time to take the ideas discussed so far and formulate a strategy. We will now organise these principles and philosophies into practical steps to getting your business oversubscribed. To do this we need to think about your business differently.

THINKING LIKE A CAMPAIGN-DRIVEN ENTERPRISE

In any given industry some people struggle to get enough customers and others have more than they can handle. In any given market, some companies chase for clients and others select whom they want to work with and turn away the rest.

What sets these two groups apart is the way they see themselves. It's the difference between seeing yourself as running a "business" – which sounds a lot like busy-ness – and a campaign-driven enterprise.

A campaign-driven enterprise is the identity you'll need to adopt in order to become oversubscribed. It's a strategic mindset that focusses you on running powerful campaigns. It turns your business into a series of critical moments and important events.

Consider the way the engine of a car hums along. If you look closely, you notice that hum is a series of well-timed revolutions. In the same way a business that is humming along is often a series of well-timed campaigns.

Great companies – like Nike, Apple and Virgin, for example – all started and continue to thrive using campaigns. Campaigning is how I was able to launch a business at age 22 and make over \$1 million of sales in the first 12 months. It's how we then went on to do that with five other businesses in both boom times and in a recession. It's been key to launching in new countries and taking new products to my existing clients. Campaigning is even the core skill that has enabled me to raise investment for growth and to exit businesses.

The skills and strategies for running a campaign-driven enterprise are transferable and you and your team can easily learn and apply them.

However, most businesses resist the approach. They are set up to win and service clients one at a time. They go

after clients in a linear way. This approach is both unsustainable and causes people to grow bored or to burn out. This doesn't work for the business owner or employees who exhaust themselves quickly and can't scale, and it doesn't work for the clients who don't get the attention they deserve. It's incredibly difficult to create the sales velocity required for fast growth without thinking like a campaign-driven enterprise.

I have never gone out to get one customer at a time. I run events and promotions that encourage everyone to come to us all at once. I want people to feel a buzz and an excitement! Sitting with one potential customer at a time kills the energy for me, the team and the clients. Every entrepreneur, leader or marketing manager must learn how to encourage tens, hundreds or even thousands of people at one time to engage with their business in a stampede.

This requires planning and careful implementation. Becoming oversubscribed isn't something you can do on the fly; it takes preparation and strategy executed with precision. Your goal is to stop behaving like a business and become a campaign-driven enterprise with a goal to becoming oversubscribed.

Admittedly, it does feel safer to do things in a linear way, winning customers one at a time. You go and meet a potential client, you sell something to them, you deliver it, you go and meet another potential client; this seems natural and logical.

But that's not how campaign-driven enterprises think. Instead they cluster activities into larger chunks. They focus on finding 100 *potential* clients first before choosing the 20 they want to work with then they deliver an experience to those 20 – and then they go get 200 more potential clients having learned how to do things better.

I challenge you to let go of the linear world where things happen one-thing-at-a-time and to embrace a little bit more chaos where things move in *waves*.

The ideas and methods I'm going to share in this section are easy to get excited about; however, their implementation is what trips many people up. You will need to stick to a plan and to do the work to execute each step with all the focus, commitment and excellence of a professional athlete.

Regardless of whether you're an architect, artist, inventor, software developer, public speaker or high-end corporate consultant, the fundamental principles that make a campaign-driven enterprise successful are applicable across all levels and industries. Whether you're B2B or B2C or both, integrating a campaign methodology into your 12-month plan will drive growth faster than you could imagine.

To make it easier, I'm going to outline a specific method for becoming oversubscribed. It's a framework for implementing your ideas in a logical sequence.

THE CAMPAIGN-DRIVEN ENTERPRISE METHOD

The first thing a campaign-driven enterprise does is to strategically plan out the year ahead into three parts.

WEEKLY: MICRO-CAMPAIGNS

Each week like clockwork, your goal is to generate leads and run sales presentations at a pace that ensures you will achieve a significant portion of your annual revenue goals.

Example: A boutique IT consulting firm aims to generate \$1.4 million per year based upon their capacity to work with 70 clients per year who each spend \$20,000 on a typical package. They host a weekly “lunch and learn” session every Thursday for eight executives in their target market. Typically one of these people goes on to become a client. If this activity were repeated 45 times per year, it would generate \$900,000 of revenue towards their target. People who don’t become clients right away are offered a discounted ticket to the firm’s quarterly workshop hosted by an expert who’s written a book about technology.

QUARTERLY: SPOTLIGHT CAMPAIGNS

Each quarter you run a special promotion that puts your business or your products in the spotlight. You align with bigger brands to do something special that gets you noticed.

Example: The boutique IT consulting firm hosts a quarterly workshop featuring an expert presenter and author. The event is hosted in collaboration with a prestigious university, and a reasonably well-known software company (who is also a supplier to the firm) is the sponsor. This event attracts 70–90 people who each pay a nominal fee to attend the workshop. Six or seven of the attendees will typically upgrade and take on a consulting package for \$20,000.

This generates about \$500,000 for the year. Combined with the weekly baseline activity, the annual targets are comfortably achieved.

ANNUALLY: THE BIG MESSAGE CAMPAIGN

Throughout the year, you share interesting content educating and entertaining people with high-level ideas, big themes and trends far beyond the products and services you transact on. These big-picture ideas spark conversations, are sharable and position your business as a leader in the industry.

Example: The boutique IT consulting firm films the quarterly workshops and interviews the expert speakers for a series of articles, reports, podcasts and videos. The topics covered include ideas about what the industry will be like in five years, macro-trends that are unfolding globally and statistics about consumer-buying behaviour. The videos are edited down into bite size pieces and uploaded every week, longer blogs come out monthly and the company releases two podcast episodes per quarter. All of this is shared on social media and on the company website. Across the year it seems this little firm is always contributing interesting ideas and tips that really get people thinking.

The purpose of the big-picture campaign is to stay relevant and connected with people throughout the

year. The quarterly spotlight campaigns create buzz and engagement along with sales opportunities. The weekly campaigns create a solid baseline of activity to generate consistent sales.

Prospects who are considering working with your business can bounce around the three campaigns. Someone might see an advertisement for the weekly campaign, check out the company's YouTube channel and watch an interesting big-picture idea that you've shared, then book a meeting and buy. Another person might be invited to the quarterly campaign, follow the regular updates online for a few months before booking into a sales meeting and buying. Someone else might discover the podcast and listen to four episodes in a week, book into the quarterly campaign and buy right away. The key is to give people a variety of options to engage with you, learn more and ultimately buy from you.



Find the balance that works for you

When planning your year ahead, you need to select an annual revenue target and then break it up into little targets across the weekly campaigns and the quarterly campaigns. For example a \$1.4 million target could be broken up into 40 lots of \$25,000 weeks plus four quarterly campaigns that each generates \$100,000. Another way of breaking it up is 40 lots of \$10,000 per week and four campaigns that each generates \$250,000 in sales.

A conservative strategy is to earn most of your revenue on the weekly micro-campaigns and keep the quarterly campaigns fairly small. If you earn 80% of revenue from the weekly micro-campaigns you only have to run quarterly campaigns that each boost revenue by 5% of the yearly target.

A high-risk strategy is to try to earn most of your revenue from big quarterly campaigns. If you create big quarterly campaigns that each generate 20% of your annual revenue target, you don't need to make many sales week to week. If something goes wrong with a campaign that big, however, you seriously affect your finances.

I have personally tried both. In one company we ran four huge events per year and took long breaks in between – mind you we needed them. This approach burned out my team pretty quick and created huge peaks and troughs in cash flow. In another business, we mostly generated sales week to week and our quarterly events were pretty subdued. This gave steady revenue but it was pretty dull; we ran out

of things to talk about with clients pretty quickly and some good sales fell through the cracks.

From experience, the balance that works best for me now is to generate 70% of revenue from weekly micro-campaigns and 30% from our quarterly spotlight campaigns. I also know that the quality of our big-message campaign makes everything we do more effective.

SIX STEPS TO CREATING OVERSUBSCRIBED CAMPAIGNS

The next step is to break your campaigns into steps. Quarterly campaigns happen over different time scales to weekly campaigns but they both follow these six phases.

PHASE 1: PLANNING

You must know your capacity and who you're targeting – that is, know the point where you'll actually be oversubscribed and who will see the most value in that capacity. Your campaign messages must be clear and coherent and translated into campaign tools and assets. You must choose the most effective channels to communicate and the hooks that will most connect to your audience's desires. You will design your campaigns down to the fine details and always have a rolling plan for the year ahead.

PHASE 2: BUILD-UP

Share genuine insights that lead people to conclude that they desire to work with you, or entertain them sufficiently so that they desire to continue the relationship.

Signal to your market your intentions and collect buying signals from the market in a bid to build demand and supply tension.

PHASE 3: OVERSUBSCRIBED RELEASE

When demand and supply tension is high, you highlight the imbalance of signalled interest compared to limited availability. Then release the product or service and allow select people to buy – ensure that some people miss out even though they were prepared to buy.

PHASE 4: SALES FOLLOW-THROUGH

Deploy proactive sales activity to follow up with prospects and opportunities and maximise the effectiveness of each campaign. Keep accurate data, follow up when you said you would and encourage referrals from those who bought.

PHASE 5: REMARKABLE DELIVERY

Ensure that the value of what you deliver lives up to the expectations that were created. Surprise and delight your clients above and beyond their expectations, leaving them feeling uplifted.

PHASE 6: CELEBRATE AND INNOVATE

Tell the stories, share the numbers, issue reports, capture the magic moments and spread the word about your campaign's achievements. Learn the lessons, make changes and refine the process before repeating it.

Examples: A repeatable weekly campaign for a health and fitness business I know is a boardroom of eight potential clients who attend a lunch and learn session that they host every Wednesday. A martial arts school I know has special white-belt briefing sessions for ten parents each week before a class. A membership organisation has a 30-day trial membership that starts every Friday for five new members.

Quarterly spotlight campaigns for these businesses revolve around doing something special each quarter. The health and fitness business brings a respected author in for an event for 120 people. The martial arts school runs a special anti-bullying workshop each quarter as a full-day event for parents and teens. The membership organisation hosts themed black-tie events with entertainers and awards.

The weekly and quarterly campaigns unfold in different time scales but both follow the same six steps to achieve the result.

You can score your business on campaign readiness in these six areas so you know where to put your focus by visiting www.dent.global/campaignscorecard.

Is this the only method to become oversubscribed? No.

The most powerful way to become oversubscribed is to be utterly remarkable in everything you do. Invest thousands of hours in becoming the most visible, valuable, noteworthy, raw talent in your industry. If you're at that level, you'll always be oversubscribed.

There are also plenty of people who've done it with luck. There are products that are genuinely so timely they sell off the shelves, ideas that tap into the zeitgeist, trends that spring up unpredictably or resources that come along through pure good fortune.

There are many ways to get a successful result. This method, however, is one that works for most people most of the time, and enables you to evaluate where to focus your attention. If something goes wrong, you can pinpoint which of the six steps wasn't executed properly. It doesn't require you to be unimaginably talented or lucky, but it does help you improve and challenges you to be your best.

Let's explore this method step by step.

Activity

What weekly baseline of activity is required to reach your goals?

What quarterly spotlight campaigns could you run to engage your market?

What big message do you want to share with people that is more important than what you sell?

PHASE 1

CAMPAIGN PLANNING: KNOW YOUR CAPACITY, WHO IT'S FOR AND WHEN YOU CAN DELIVER IT

How many remarkable client relationships can you have? How many epic products can you sell? For how many hours can you deliver truly great work?

Most people love to answer that question with, "As many as people will buy!" However, that simply isn't true. The truth is your capacity is limited. Even software is limited by the market size, the number of supporting devices and the supporting infrastructure.

Truly unlimited capacity to deliver a remarkable result forces the price to zero. Is that what you want? Do you have a business model that could sustain it?

Why do people pretend that they have no issues with capacity? Why pretend that you can serve everyone when you can't?

It's far better to figure out how many people you can properly serve and then be honest about that number. If your business can take good care of only 21 clients a year, then say so. If you're comfortable providing software to only 10,400 subscribers, then say so. If you're maxed out with 283 restaurant bookings a week, then be clear about it.

Knowing your real capacity is powerful. It's almost impossible to become oversubscribed if you don't know what your capacity is.

Every business has a capacity to deliver a remarkable product or service. Once you try to exceed that capacity, your standards across the board have to drop and people don't get the experience they thought they were going to get. Not just the new clients – all of them. They feel disappointed, and it's a slippery slope from there. This business will suffer as people learn about your customers' underwhelming experiences.

So let's take another look at your business's capacity to deliver. How many clients can you *truly* serve well? How many products can you really sell? How many customers can you genuinely make feel uplifted?

IT BEGINS WITH A HAPPY CUSTOMER

I want you to imagine your perfect client. This person is perfect in every way – enjoyable to work with, they pay on

time, they tell their friends about you and they come back wanting more. You enjoy working with them and they think the world of you.

What is it about the person that makes them so perfect?

Let's go back to the time before this person became your client. What were they looking to achieve? What problem were they trying to solve? What was less than perfect in their world?

Every business exists to solve problems for its customers. The reason your perfect clients love you is because you solve a high-value problem for them in a remarkable way. You meet an unmet need, you scratch an itch, you leave them feeling an emotion they hadn't felt elsewhere.

Unless you can understand this unmet need and what the problem is that you solve for your perfect client you can never generate such a client.

So let's take a look at the problem you solve for people. High-value products and services are linked to four underlying drivers:

- Save or make money
- Save time or eliminate wastage
- Bring increased emotional benefits
- Ease pain, suffering or negative emotions

To use an example, let's examine all the reasons why someone would buy a Rolex watch. This is a great example because it seems on the surface like such a strange thing

to purchase. A Rolex only has one function, it's 500 times more expensive than a viable alternative, and it's heavier and more uncomfortable to wear than other watches. To top it all off, if you need to know the time or date you can just look at your phone, which most people do multiple times a day now anyway. So why do so many people continue to buy Rolex watches?

- **To save or make money** – Some people buy a Rolex for a business associate or high-performing staff member as a gift. A \$10,000 watch is impressive and has more impact than a \$20,000 cash bonus. Some people use it as a reward for the top person on a sales team, which motivates people to hit targets. Some people wear them to communicate status, which enables them to charge a higher price for their services or win bigger deals.
- **To save time** – A Rolex saves some wearers a lot of time. For people who meet new people on a regular basis a Rolex helps to communicate to a person you've only just met that you've achieved success in the past and you're confident that you can do it again. This circumvents the need to prove yourself.
- **To bring increased emotional benefits** – A Rolex can have many emotional benefits linked to it. Many people buy a Rolex to celebrate a milestone or an achievement. Each time the wearer looks at the time they are reminded of that achievement. It might also be a gift for a loved one that communicates something special between the two parties.

- **To ease pain, suffering or negative emotions** – Finally, some people buy themselves a Rolex because they feel unrewarded, unrecognised or unappreciated and they want something that makes them feel special. The purchase is designed to alleviate the negative feelings they have and replace them with a set of positive emotions.

When we examine the purchase of an expensive Rolex through these four drivers, it suddenly makes total sense. A watch isn't just a device to tell the time; it's a device to save or make money, save time, bring emotional benefits or alleviate negative emotions or pain.

Activity 1

Explore several of your recent purchases and list the underlying drivers behind why you purchased them. What compelled you to buy certain gadgets, entertainments, holidays or new clothing? Find the link between your buying behaviour and these four underlying drivers.

Activity 2

Looking at the four underlying drivers, can you honestly say your product does this too?

How does your product save or make people more money?

How does your product save time or eliminate wastage?

How does your product deliver greater emotional benefits than other products?

How does your product remove pain or negative emotions?

If you can genuinely link your product to the four underlying drivers, you'll have a deeper insight into why people buy from you – and you can position your products to be more highly valued.

This also adds a dimension to your understanding of your capacity. Rather than thinking about your capacity to make and ship a product, facilitate a download, deliver a service or produce a widget, you should now be considering your capacity to leave someone feeling delighted.

The thing that matters when it comes to capacity is your ability to leave people uplifted as a result of doing business with you. If a person leaves your business in the same or worse emotional state than they arrived, you didn't deliver.

And every time you let someone down, you put your business at risk.

Your capacity must factor in everything that needs to happen in order for people to feel uplifted. Sure, Apple could ship more phones if they didn't charge the battery in the factory; but it would disappoint customers to open the box and find out that they couldn't turn on their new phone. When Apple thinks about its capacity, it needs to include the time taken to charge the battery before it ships.

A fine restaurant could rush you to leave after you've finished your meal, but it's unlikely you'd tell your friends to go there. When restaurateurs think about capacity, they need to factor in the lingering conversations people have after they finish their meal.

A top nightclub could cram people in who haven't put effort into their sartorial choices. They could have guests standing shoulder to shoulder in a line at the bar. But if they did that, it wouldn't stay popular for very long. When top nightclub managers think about capacity, they need to think about how many people fit in the venue so that everyone is having a good time.

When I deliver bespoke consulting, I factor in time to carefully research my client's business; to respond to emails in a timely way; to reflect, strategise and spend quality time with them throughout the year. These needs must be considered when I'm thinking about my capacity to take on private clients. Without these things I'm

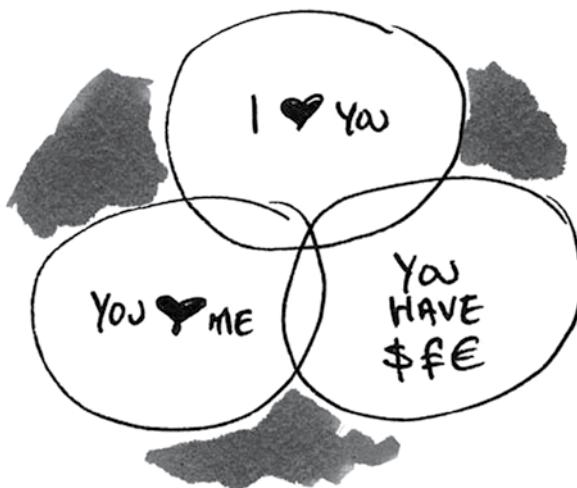
less able to leave people feeling delighted relative to what they invest.

What did you do to make your customers so happy?
What ingredients go into leaving someone uplifted?

When you understand the ingredients for creating a delighted customer, you can then work backwards from there and calculate your current capacity to make someone feel that way.

WHO'S YOUR MARKET?

Becoming oversubscribed is about finding a market that highly values you, has the capacity to pay you and that you want to serve.



This combination is important, even two out of three won't work. If they highly value you and you like them but they don't have any money to pay you, you'll eventually go broke. If they have the capacity to pay you and they highly value you but you don't fancy working in this market, you'll get bored or frustrated before success blossoms. If they could pay you and you like this market but they don't value you, you'll struggle to get clients.

That is why you need all three.

One of our clients, David Boucher, has created some of the most expensive furniture on the planet. He sells writing desks that start at \$80,000, tables for \$200,000 and even a chess set for \$18,000. His furniture often sells for more money secondhand than new.

His company, Boucher & Co., is the only company on earth that is commissioned to provide a custom interior for a Rolls Royce. From his workshop in Toowoomba, Australia, David and his craftspeople build these pieces and sell them to millionaires and billionaires worldwide. There's a waiting list for his furniture despite the astronomical prices.

David couldn't sell this furniture to the typical IKEA furniture buyer. If he tried to attract that market, he'd be very disappointed and might even start to doubt his abilities. Fortunately, he's found the right market for his products and he's oversubscribed in that market. The billionaires he sells to admire his work, have the capacity to pay for his modern art deco designs and David enjoys serving this market.

Conversely, I know of a frustrated yoga instructor who's regarded highly as a top-trained practitioner but consistently fails to get people to attend her classes. Her studio is based in a lower income area, but she's trying to charge a fee most of the people who live there simply cannot afford. But because she regards people in the wealthier areas as snobby, she doesn't want to set up a studio in that area.

Her formula is broken. People in her area might value her but they don't have the capacity to pay her rates, and she doesn't feel drawn to work with the people who do. As such, she will struggle to become oversubscribed if she can't find a market that values her, can pay her and that she wants to work with.

Don't only settle for target customers; challenge yourself to look for some aspirational customers too. An aspirational customer not only loves what you do but also has the capacity to pay, and you love working with them. They also bring in new customers who trust their judgement too. An aspirational customer for a gym would be a fitness model. An aspirational customer for a branding agency would be a hugely respected brand. An aspirational customer for a business coach would be a fast-growth tech company that regularly features in the media.

Activity: Who's your market?

Who has the capacity to pay you?

What would they highly value from you?

What about these people makes you feel drawn to working with them?

Who would be an example of an aspirational customer?

CLIENTS VERSUS CUSTOMERS

A customer buys something. A client keeps coming back. A customer results from a transaction whereas a client results from a relationship.

Your job is to create both. Your business will need to offer products and services at a lower price point so that people can try you out and you can see if they are right for you too. For example, your business might run a promotional event and 100 people buy a ticket for \$40. These people are customers of your business because they bought something.

You might then decide that you'd be happy to work with 20 out of the 100 on an ongoing basis. Of these 20, you sign on 10 new clients who will buy from you regularly because you nurture the relationship.

You wouldn't have found those 10 clients if you hadn't generated 100 customers first. You need to generate *plenty* of customers who buy a "product-for-prospects" at a low-risk price point. You then need to discern who would be a great client for you long term.

A barbershop might have 1,000 *customers* a year who step in for a cut once or twice. They will also have a group of *clients* who get their hair cut at the same place every month. The barbershop is wise to be able to know the difference between the two. They will also be wise to know how to turn good customers into raving fan clients.

There's nothing wrong with having a purely transactional interaction with people if the terms are clear. They buy your product, it's great and they are happy customers. Ultimately though, the only way to sustain your business is if some of these happy customers become happy clients.

For this reason, you'll need to create at least two types of products:

- A **product-for-prospects** – Aimed at generating lots of happy customers, this product is a low-risk way of having a first experience with your business.

- A **core offering** – A full and remarkable client relationship that evolves over time, reflects your core offering and solves a real problem for your client.

GETTING A GRIP ON REALITY

I recently spoke to someone who had the idea to publish ebooks online about how to invest in property. He wanted to sell the ebooks for £49 each and thought it would be great to sell 100 copies per month and make passive income. However, his plan wasn't working. The site had received a meagre few downloads and most people wanted to activate the 100% money back guarantee.

When I asked him if this product would leave people delighted, he went off on a big spiel about how delighted people would be if they could see a financial future for themselves, how much time his book would save people, how much money his book would make them and so forth.

I responded by saying that I had reservations. I explained that there are thousands of property books on Amazon that mostly all say the same things as his book. Additionally, there's a ton of free books, free videos, free membership sites, free events and free podcasts on this topic. All of them are produced by people who claim to be property experts, so why would I want to pay £49 for another book on the topic? If anything, I would feel annoyed that I had paid for something that I could get for much cheaper or free.

He responded by saying, “Lots of people don’t know they can get that stuff for free. I’m targeting people who don’t already read those kinds of books.”

I indicated my concern that at some point after reading his book, people discover the book was overpriced and they want their money back.

He responded by saying, “They should be grateful that I got them into the industry and without me they wouldn’t have made a start. They should be grateful I took the time to write the book!” To which I reassured him, “People don’t work like that.”

This sort of conversation isn’t uncommon. I see business owners who are trying to convince others why they should be delighted rather than acknowledging that they aren’t. Your goal isn’t to *tell people why they should be delighted*; your goal is to watch and see if people *are* delighted after doing business with you. If they aren’t, then you have a problem – and no amount of explaining why they *should* feel a certain way will change the fact that they don’t.

It’s not the customer’s job to fix it: they’re either happy or they aren’t, they saw value or they didn’t. They might be able to tell you what they wanted to be different but it’s your job to figure out a solution.

I know of another property business that gives away its content – books, videos, resources and reports – for free. It tells people about hot locations and market trends. This business makes money when people decide to implement the

information. They work as your end-to-end provider to source a property, renovate it and rent it out to quality tenants for a top price. This company isn't focussed on passive income. This company is focussed on delighting everyone who they come in contact with – the readers, the property buyers and the renters.

Your job is to keep focussing on creating a delighted customer. Crack the code on what constitutes value for them and how best to deliver that.

Stay curious and focussed on the reality of the situation. Don't see the world as you'd like it to be; see what's really going on and be willing to make changes until your customers leave feeling uplifted.

Activity

What negative feedback does your business typically get?

What less than positive things might people be saying behind your back?

How could you change things so your business delights people?

THE REAL NUMBER

Now you're looking at your business through different eyes. What's your current capacity to create a delighted client?

I've done this activity with some people and their answer is zero. They currently do not have the capacity to leave anyone feeling delighted. The goal for their business is to get the capacity to make one person feel great about doing business with them. They need to innovate, repackage, change their prices or go looking for the right type of buyer.

Don't feel discouraged if you're in that camp. In fact, you should get excited, because your mission is clear: uplift one person as a result of doing business with you. On the flip side, I've worked with large companies that already have thousands of clients who have to get honest about the number of people who are satisfied versus delighted. A large company's job isn't just to sell more stuff. It's to leave more people delighted. So, a big company might need to start with a number like 10,000 and work to increase that number to 15,000 over a year.

Remember, knowing your capacity is about knowing how many people you can delight. When you have that number you will need to break it down into a weekly target and a campaign target. The weekly baseline is based on the number of clients you can generate comfortably through the normal operations of your business week to week. Then the spotlight campaign targets are based on the number of sales you can make through your quarterly campaigns.



Example: A security business can delight 120 new customers per year. In their usual week they can sign on two new accounts; allowing for holiday periods this totals 90 sales per year. The business then schedules four campaigns for the year that will each generate a minimum of eight sales. All of this activity will result in the business being comfortably oversubscribed and potentially putting some clients on a waiting list.

So – what's your number? How many people do you have the capacity to delight in the year ahead?

YOUR SCHEDULE FOR BECOMING OVERSUBSCRIBED

I stood in the kitchen of a multimillion-dollar, waterfront mansion. On the designer granite bench was a massive chart of the year ahead that my mentor was using to plan the next 12 months of campaigns.

He started by putting in his holidays. He blocked out a skiing trip with his family, a sailing trip with his friends and several romantic weekends with his wife. Then he blocked out his training and development. He had booked several courses and trainings that he wanted to attend and complete. He put in training days with his team and planning days for his leaders that occurred every quarter.

He said to me, “Training and development is key. Depending on how fast you want to grow, you must commit to spending 5–10% of your income each year on high-quality training and development so you’re always at the cutting edge.”

Once he had the big stuff blocked out, he looked at his sales targets. He knew his numbers and amounts of sales he would need to have a year of prosperity and growth. He then devised campaigns every week and every quarter of the year ahead. He had a Valentine’s Day campaign, an Easter campaign, a summer campaign and a Christmas campaign – among others. Every week, he had a plan for how he would drive his business so that he would stay oversubscribed.

When you break it down over the year, achieving your capacity number might require just two sales per week and 12 sales that come from a quarterly spotlight campaign.

Staying oversubscribed requires that you’re constantly aware of your capacity and you are planning campaigns a year in advance so that you stay oversubscribed. You need to know how many customers you can delight and *when* you can delight them. In order to achieve this goal, you need to be thinking ahead *at all times*. A powerful campaign needs

time to build up momentum. If you don't allow enough time, there simply isn't enough energy built up to create a rush of buyers.

When you know the capacity of clients you want to achieve in the months ahead, let's break that number down so we can start campaigning to become oversubscribed.

- How many total clients do you want per year?

- Breaking it down, how many clients do you want per weekly campaign? (I only assume 46 weeks of the year will be productive.)

- How many clients do you want per quarterly campaign?

Isn't it interesting that when you break it down it feels more empowering to most people to know that their business will be oversubscribed if they can keep up with those targets rather than the endless game of chasing "one more client."

CREATE A CAMPAIGN THEME

Every campaign needs to have a theme. It's common for businesses to talk about the seasonal events like Christmas, Valentine's Day and Easter. It's also common to see businesses run campaigns based on price promotions, new

product launches or special events. Although these can be very effective themes, they often don't set you apart if lots of other businesses are all running with similar messages.

What's impossible to compete with is when your campaigns talk about something bigger than your product or service.

Chipotle is a Mexican fast-food restaurant, but if they talk about Mexican fast food they become commoditised, dull and add to a noisy marketplace. Instead of talking about burritos and salsa, Chipotle talk about "cultivating a better world."

The food chain has created iconic commercials that address the shortcomings of factory farming and the damage caused by breaking away from traditional food production methods. The ads show farmers upset by the way animals are treated and saddened by the chemicals and wastage they are causing. These farmers then decide to go back to their traditional ways and the world is better for it.

The ads barely mention Chipotle and they don't talk about Mexican food at all. These ads have had tens of millions of views on YouTube and are shared millions of times on social media; this would never have happened if they had talked about their products.

Oversubscribed businesses more often talk about something bigger than what they do. They talk about the lifestyle of their customers, they talk about philosophy, they talk about a big problem they want to solve or they talk about the transformation they want to see in the world.

You must look for the bigger game your business is playing for and beat the drum for it in your campaigns. It's

far more compelling for you and for your customers to get involved in a big game than simply focussing on the basic products and services you sell.

In a famously effective Nike campaign, Michael Jordan talks about all his failures. He talks about all the times he failed and how it cost his team the game. He explains that failure is a big part of success. There's no mention of the shoes or the clothes, in fact the Nike brand doesn't appear at all in that commercial (only the Air Jordan logo).

Steve Jobs reinvented Apple with the "Think Different" campaign. He championed "misfits and rebels" and reminded us that it's the people who are "crazy enough" who change the world. It was an idea that was much bigger than hard drives, processor speeds and RAM.

Every business, yours included, is up to something big in the world and you need to be bold enough to share it. It takes courage to stop shouting about your products and to start talking about your big ideas, but it's worth it.

At the very least, talk about the outcomes and benefits that you can bring rather than the product itself. My company Dent talks about the importance of becoming a key person of influence; this clear outcome is more interesting than the services and training that we provide in order to achieve it. Alternatively talk about the pain and frustration people might be feeling. One of my first highly effective newspaper headlines I wrote for a financial planning client was "Feeling crabby watching your investments move sideways?" This resonated with people's frustrations at the time with a stagnant market.

Don't expect people to get excited by the commodity you sell. A campaign focussed on the literal aspects of what you do will quickly settle on price. If you're an Italian restaurant and you run a campaign for your food, people will simply evaluate your offer on the prices you charge compared to similar quality restaurants. If however you create campaigns on the themes of family time, sporting events or films, people will not know how to easily compare your offer.

The best and longest-lasting campaigns centre on purpose. The reason you began your business or chose to work on the team you are part of isn't only about the money. You're doing what you do because you believe there's more to it than just the cash. If you can get other people to believe what you believe they will want to be part of what you do too. The key is to talk about something bigger than what you do.

Always choose a campaign theme carefully and execute it masterfully; you can play it safe and centre your messages on special events, promotions and prices, or you can really go for a big win by talking about your bigger picture of the world.

Activity

Why are you passionate about your business beyond the money?

How can you make others feel that way too?

What themes would engage your customers that have nothing to do with the literal aspects of what you sell?

CREATE A CAMPAIGN TIME LINE

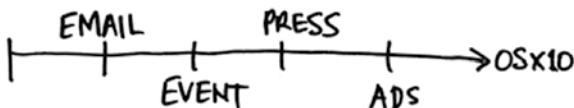
When you know the number of campaigns you intend to run, you need to break them down even further into a campaign time line and divide each campaign into its components:

- 1 The start date and finish date of each campaign
- 2 The communications schedule – emails, direct mail, press releases, advertising and so on
- 3 The milestones – price rises, cut-off dates, early bird specials
- 4 Supporting events – partnership meetings, prelaunch events, celebrations, sales meetings and so on
- 5 Main events – entertainment, seminars, launch parties, grand opening and so on

- 6 Sales meetings – one-to-one presentations, follow-up calls and so on
- 7 Shipping dates – sending out products, delivering the service and so on
- 8 Post-campaign activity – telling the stories, reporting results, follow-up, thank-you messages

All of these components need to be placed on a time line. It might be monthly for small campaigns or a six-month schedule for bigger ones. My approach is to create campaign time lines on big poster paper or on a large whiteboard. Our team works together to fill in as much detail as we can. We mark in every single email, every meeting, all the webinars, every advertisement, every Facebook post and every sales meeting. When we're done, we take a photo of it and send it to our graphic designer who creates our campaign time line. We print it out on a poster and put it up on the office wall so that we can mark off each milestone every day.

There's no confusion. We look at the campaign time line and we do what it says.



From the campaign time line we can also see what tools and assets we will need in order to achieve our goals. We can see which emails and blogs will need to be written, which

videos and podcasts need to be produced and the social media ads and posts that we will need to promote. We can identify the technology we might need in order to run the campaign smoothly and also the people we will need to involve at each stage of the time line.

If you would like to download an example of a campaign time line we use to promote a 500-person event, go to www.dent.global/os-timeline.

Activity

Who's your perfect client?

What is your core offering for clients?

What's your product-for-prospects to attract customers?

How many clients will make your business oversubscribed for the year ahead?

How many campaigns will you run in the year ahead?

How many clients do you need to generate per campaign?

We've just considered some important factors for planning your year of campaigns in advance. We now know who you want to serve, what capacity you have to create a delighted client and when you want to bring that client on. We've considered campaign themes and how we could communicate them over time. We can move to the next step and signal to the market what you're planning and get them to signal back their intention to buy – building a market that is responsive to you.

PHASE 2

BUILD-UP: WARMING UP THE MARKET WHILE SENDING AND COLLECTING SIGNALS

People take time to warm up to a buying decision. They typically don't just hear about something new for sale and purchase it right away. They need time to learn, trust, explore and get ready to act. The build-up phase respects this about people and creates a journey of signalling to your market and collecting signals back from your market before you ask for any firm commitments.

THE POWER OF SIGNALLING

The Glastonbury Music Festival is considered to be an institution in the music scene. The festival has run for more than 30 years and attracts more than 120,000 people each year, who mostly camp out for the four-day event.

Selling 120,000 tickets sounds like a mammoth task and yet they manage to do it every year in a matter of minutes. They have it down to a fine art and it involves a lot of signalling.

If you are a hopeful attendee the first thing you need to do is signal your interest by pre-registering for tickets. You'll then get an email from the organizers with an overview of the rules and guidelines for buying tickets, as well as the date tickets will go on sale.

They then ask you how many tickets you intend to buy. You log into their website and signal that you will want up to a maximum of six tickets, and they reply that you'll be given a short window of time to buy them on the release date.



A week before release, they name the exact time and date the tickets will be available. They openly share that over 350,000 tickets are pre-registered, but that they'll only issue 120,000. They remind you that all tickets are usually

sold in under 30 minutes from the release time. They also inform you that at this point you will not even be told the names of the bands that will be playing – you'll have to buy your tickets blind.

They tell you that in the months after you buy your ticket they will be releasing the line-up of bands that will be performing at the festival for you. If you're unhappy with the bands, you'll have another window of time to give up your tickets and get a refund. This will also be the small window of time (about five minutes) for people who missed out to buy any tickets that were relinquished.

This sounds like an awful lot of trouble, doesn't it? Why can't you just buy a ticket when you want to? Why can't they tell you who the bands are and then you can buy a ticket if you want one? Why can't you get a refund whenever you like? Why can't the organisers stress out all year hoping you buy when you're ready rather than making you follow their plan?

The answer to all of these questions is because the organisers of "Glasto" aren't silly. They know how to stay oversubscribed, and signalling is a big part of it.

Signalling is about telling people what's going to happen before it happens. It's about explaining your process and your terms in advance so that the market can prepare itself. It is also about getting your market to signal its intentions back to you before it acts, rather than asking people to take action.

Signalling is a big part of getting yourself oversubscribed. Companies that are not oversubscribed don't do much of it, and they don't ask their clients to do it either. If they want to sell a new product they simply put a product up for sale on their website or store and hope people buy it.

A campaign-driven enterprise won't do that. It will signal its intention to release a new product. It will release information about the product before it's even available to buy and ask people to respond with questions and comments on what they have seen. It will let people know that there's a limited capacity available and ask its market to signal in kind if they intend to buy the product when it's available.

During the build-up phase, a campaign-driven enterprise isn't hoping to sell some products; it's strategically ensuring that the product will be oversubscribed when the time comes to make sales.

DON'T ASK FOR THE SALE – ASK FOR THE SIGNAL

Most companies market their core products for sale. They don't ask for signals and they don't have products for prospects. If they have a widget to sell, they run an ad asking people to buy the widget. If they can take on more clients, they phone people and ask if they want to become a client. This rarely results in people rushing in to buy – and it won't ever get a business oversubscribed.

Rather than asking people to buy, ask them to signal interest. Let them know that there will be a widget for sale

soon and if they are interested in more information, can they please email a request or fill in an expression of interest form. This is a much lower commitment for people. Rather than having to get their credit card out right there and then, all they have to do is fill in a form, click “like” or reply to an email.

I’ve tested this many times and the results always excite me – even when I know what to expect. When you ask people to buy straight away they only have two choices: they buy or they don’t. It’s a binary decision. But people aren’t binary.

What if someone is 90% ready to buy? They are interested in what you have to offer and would probably purchase if they could just sort out one or two things. If you give them a decision to buy or not to buy, the binary choice forces them to *not* buy. This means hundreds of people might see your offer, be very interested but not 100% ready to buy and you simply don’t know that they are interested.

You’ll get a better picture if you ask people to signal their interest. People who are only 10% interested in what you have might still signal their interest to you. Once they’ve done so, you can make sure they have all the information they need. Or perhaps signalling their interest might prompt them to get the answers they need in order to be 100% interested. Their volume of signalled interest could also build excitement and momentum for your product even if the sale doesn’t go ahead.

A big part of becoming oversubscribed involves asking people for signals rather than sales. You need the patience to signal your intentions to the market and then let them signal their intentions back to you.

THE BIG FIVE FOR LEAD GENERATION

Your goal during the build-up phase is to build up buying pressure. You want to put lots of bubbles behind the cork so it pops right off when the time is right. To build up this demand tension we use five main approaches for getting the word out:

- **Hustle** – This involves using your time to reach out directly to people who might be interested in doing business with you and get them to signal. You run a Facebook Live Q&A session to your network and respond directly to people who asked questions letting them know about your campaign. You attend a networking event, collect business cards and text people about the campaign. You chime in on discussion forums, answering questions and adding value, then privately messaging people about your campaign. It takes time but doesn't cost a lot of money; it's how a lot of entrepreneurs start out.
- **Joint ventures** – You find other people or organisations who already have a relationship with your perfect clients and you find a way to partner with them. The key is to find people who have the same market as you but don't have any competitive overlap in the product you sell. A cinema might partner with a local restaurant to create a movie and meal deal. An accountant might partner with a business coach to host inspiring events together called “Know Your Numbers, Lead Your People.”

- **Advertising** – Ultimately the most scalable way to generate business is advertising if you can prove the return on investment. Business becomes easy when you can predictably turn on the tap using Facebook, Google or other advertising platforms. For this to work, you need to be able to measure the allowable cost per sale and ensure your advertising spend stays within it. The US Small Business Administration recommends spending 7% to 8% of gross revenue for marketing and advertising if your total revenue is below \$5 million.
- **Referrals** – The most enjoyable way to grow a business is through the recommendations of happy customers. When your customers recommend you, the sales process is easy and the chances of delighting your next customer is high. Referrals aren't always organic; you can ask for them as part of your process or you can even incentivise them with special promotions.
- **Own data** – When your business has been around for several years you can amass quite a list of names in your database. Keeping these people engaged and connected to your business pays big dividends because you've already paid the costs of acquiring them for your list. Just because people don't buy right away doesn't mean they won't buy in a year from now; for a number of reasons some people are slow to take action but will make their purchase eventually. Your own data isn't just what's in your CRM system, it's also the people who follow your business on social media too.

THINK MOBILE AND MEDIA ASSETS FIRST

The first one to five interactions people have with your business are likely to be on their mobile device in the form of media or content. If you email people, they will probably see it on their phone first. If you share a video, a photo, a status update, an event invite or a PDF download, it's probably hitting them on their mobile first. When you think about signalling to your clients or potential clients, it's probably most accurate to picture someone holding their phone.

Of course, they are distracted by other things while they're doing it. Maybe they are in their car, commuting on a train, watching TV, standing on an escalator, shopping or with a friend at a coffee shop. They have an infinite number of other things they can skip to if you don't capture their attention. It only takes a split second for them to start reading another tweet, Facebook post, search result, song, map, email, game or movie. This means that if you don't get your signalling right for a mobile device, you probably won't win the business beyond that.

Marketers used to think of potential clients sitting at their desk, paying full attention to what they are doing. If they were checking email, they weren't also waiting in line for a coffee. In the early 2000s, I made my money by imagining potential clients sitting down reading the daily paper skimming through the headlines, not doing much else. But holding that image in my mind today would be inaccurate

and potentially damaging if it lead me to create the wrong message for the wrong channels.

Maybe you don't think of yourself as a media or technology business with a daily focus on content creation, media distribution, software, data and automation. However, that's a foolish position to take these days. No matter what your business is, you are also a media and technology business. It's nearly impossible to become oversubscribed at any scale without the use of media and technology. So if you're not comfortable with it, you'd better hire someone onto your team who is.

Thinking mobile and media means doing the following:

- Communicating clearly, concisely and powerfully in bite-sized chunks that link to further content
- Using images and videos that load fast
- Producing quality content, images, recordings, video and telling stories
- Having buttons that work easily on a phone
- Having responsive website pages that look smart on all screen sizes
- Having social sharing plugins that work on a mobile
- Giving frequent updates that connect with people
- Using location-relevant content
- Using context to your advantage

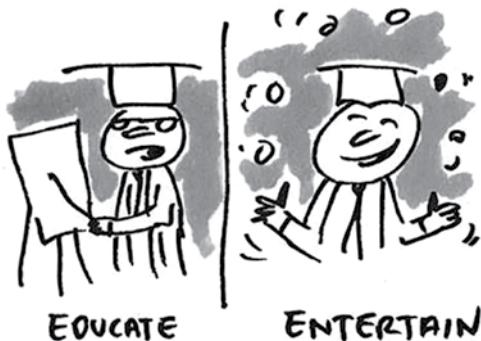
In the build-up phase of your campaign you need an arsenal of well-planned digital assets ready to deploy to people's primary device – their phone.

EDUCATE AND ENTERTAIN

You've signalled your intentions to the market. You've asked them to signal back with their interest and they have done so. It's not yet time to ask for the sale. Now you have a captive audience of interested people, your job is to educate and entertain them until they are totally comfortable with the idea of buying from you.

Entertainment is a powerful way to do this. It can build rapport, connection and pique emotions. Sport, music, art, food, drinks, humour, introductions, fashion, theatre and the like are your tools for entertaining your prospective clients during the build-up phase.

Education is powerful too. It builds trust, understanding and engagement. Trainings, seminars, webinars, workshops, manuals, reports, statistics, thought leadership, guidance, consultation and measurement are all tools for educating your interested people.



However, be cautious when combining entertainment and education together. Trying to do these things at the same time in equal measure is rarely successful and can go badly if served in the wrong doses. Imagine if they stopped the men's tennis final at Wimbledon to give everyone a tennis lesson. That would be weird.

The best formula is to combine these two using the 80–20 rule. If you're educating people at a workshop, use small amounts of humour in your presentation, serve nice food for lunch and host a few drinks after the workshop in a classy location. You should aim for 80% education mixed with some light entertainment at the edges. If you're entertaining people at a sporting event, hand out some information kits, have some of your engineers at the event for a few side conversations that happen naturally or follow up with a conversation the week after to answer questions. Again but reversed: 80% entertainment with a little bit of education sprinkled around.

Your ultimate goal is to turn people who are interested in working with you from "maybe I would" to "I'd love to." That goal can take time: seven hours, to be specific.

"7-11-4"ING BUILDS DESIRE

We met for a business meeting at 2 p.m. in a cafe. We walked to a rooftop bar and had a wine. We wandered to a restaurant and got dinner. By 9 p.m. that night I knew she was "the one." We'd talked about life, values, the past and the future,

and I was hit with a new kind of feeling I hadn't had before. As clichéd as it sounds, I was sure I would end up marrying this woman.

It's funny how my story of meeting my wife matches that of many other couples. That sense of "knowing" set in after the first few dates for many people. It's also funny how people tend to make all sorts of big decisions in this same way in a business context.

As discussed, big decisions take about seven hours, 11 interactions or four separate locations or sources of information until a sense of trust is built. Whether you are falling in love, buying a new car, making a career move, engaging a consultant or choosing a holiday destination, when you add up all the time you spend exploring, researching and thinking about it, you can be fairly sure you'll clock up plenty of time, interactions and locations.

It's also logical that if someone is willing to invest seven hours getting to know about a topic, it's only because they're interested. If they hadn't felt any connection, they wouldn't have hit the seven-hour mark; they would have walked away. During those seven hours, 11 interactions and four locations people establish their criteria, look for relevance, develop an emotional connection and build trust, rapport and understanding.

Then something magical happens. You get sick of thinking about it and you're ready to make a decision.

So how will this help you become oversubscribed?

If you sell something to which a purchaser is required to have an emotional connection, develop trust or gain a new understanding – and if he or she must make a significant decision – you would be silly to try to force the deal to complete sooner than seven hours.

Japanese businessmen know this. They will rarely talk business until after a round of golf or two. It can actually blow the deal to bring up the topic of business too soon. Only after the trust and connection is built will the conversation veer over towards business.

Even in the high-stakes environment of a hostage situation, research from FBI negotiators claims people are six times more likely to agree to a deal if they like the negotiator.

During the build-up phase you want to have plenty of ways to connect with people. You want to send thoughtful emails that have relevant information, you want videos people can watch, podcasts people can listen to, events people can attend and anything else that makes the 7-11-4 journey easy.

At each step, you want to give people an easy way that they can signal their interest back to you. It could be as simple as asking people to drop you an email, put their business card into a bowl or fill in a basic form. As you entertain and educate your market, pay careful attention to register the signalled interest you get in return.

None of this matters if you are selling something trivial that a person doesn't need to learn about. It also doesn't matter if you're happy to compete purely on price with tiny margins.

But when you want to offer something new or important and you want to be fairly rewarded, the 7-11-4 rule is vital. Expect your interested people to “think about it” for up to seven hours while they explore their options. Also consider whether they would be more likely to choose you if you provided them with seven hours of content, ideas, conversation and connection.

Your goal is to clock up seven hours with as many people as possible using your tools of entertainment and education. You don’t want to do this in a creepy, annoying or pestering way. You want people to want to spend seven hours with you. Maybe you host great parties, maybe you chair industry meetings or maybe you take people out for coffee once a month. As long as people like spending time with you it won’t be time wasted.

Two great things happen after you have a 7-11-4 relationship. First, you don’t feel uneasy offering something of value; second, you are less likely to blow the relationship by offering something you don’t fully believe in.

It sounds exhausting to some but I urge you to try out the 7-11-4 rule in your own business and see if life gets easier. If your experience is like mine, you will find you don’t need to push very hard for sales, you get better joint ventures and partnerships and you have more fun, too – all by spending quality time with people.

BRAINS DON’T KNOW IT’S DIGITAL

Social media and digital technology enable you to leverage this process even more. If people read your blogs, follow your tweets, watch your online videos, listen to your podcast,

click through your slides or flick through your photos, it's as good as sitting face-to-face. Strangely, the human brain can't distinguish between digital media and real life. We feel sad when a celebrity dies, even though we never met them in real life because digital interactions such as media or text triggers the same response as moments of connection in person.

Celebrity endorsements are effective because of the seven-hour rule. You are seeing someone familiar, whom you have most likely spent seven hours watching, recommending a product. Companies who use celebrity endorsements are effectively leveraging the seven-hour relationships that have already happened.

One of the reasons I write books is that they go out and build relationships with people at a scale I could never accomplish on my own.

I've seen people tweet "I'm curled up in bed with Daniel Priestley" or "I'm sitting on the beach, enjoying my holiday with Daniel Priestley." Of course, they are just reading my book, but it feels more personal than that.

Google looks at it another way. They call it zero moments of truth (ZMOT), which is another name for various data points that a person might find about you as they are making a purchasing decision. Their research indicates that it takes an average of 11 ZMOTs, or touch points, in order to build up trust with someone. They advocate that a lot of these touch points can be digital content with the same effect.

You should have seven hours of digital content available. You should prepare at least 11 interactions across at least four social media channels. Articles, podcasts, videos, apps,

questionnaires, reports, illustrations, books, case studies, events and even tweets – all of it counts towards hitting the mark. Get this right and your digital assets will go out and meet people wherever and whenever suits them.

MARKET PRODUCTS-FOR-PROSPECTS

As you know by now, your capacity is based upon your ability to deliver a full and remarkable solution to a person who can pay for it at a price that's profitable. Let's call that product or service – whatever it is – your *core offering*. If you're BMW, your core offering is cars. If you're HSBC, your core offering is finance. If you're a restaurant, your core offering is meals. In short, it's the thing you're most known for and from which you typically make your money.

Selling your core offering is the ultimate goal; but in order to be oversubscribed on that offering you'll need to educate and entertain people for seven hours, 11 interactions or four locations.

The fast-track approach to getting a strong signal from your market while also clocking up time and interactions with them is to sell products-for-prospects. These are products designed to be given cheaply or freely in order to achieve the goal of educating or entertaining people. A book is a product-for-prospects; an audio podcast is a product-for-prospects and a software download, a sample, a workshop, a diagnostic, a report, a party, tickets to

a game, merchandise or apparel could all be products-for-prospects.

If BMW wants to sell more cars, it could advertise cars – or it could advertise an exclusive event, a weekend test drive or tickets to its marquee at the races. All of these pre-purchases would indicate that a person is interested enough to spend some money or some time invested in the brand. HSBC could sell more mortgages if it created a powerful report, released a book, hosted a series of talks or produced a useful software download.

Your business will sell more of its core offering if you produce more products-for-prospects too. It's a simple activity: your job is to create scalable products that help to educate or entertain your market. Ideally, you also want to create a product-for-prospects that helps you to learn more about your clients too. You might want their contact details or to better understand their needs. An elegant product-for-prospects will achieve those goals.

My first business thrived because we crafted the perfect introduction workshop. Our core offering was a three-month training programme but we never marketed the training programme directly. Instead we promoted a two-hour preview event. We would get an average of 70 people coming to the preview event and about 10 to 15 would then buy the more extensive training programme.

A few years later I got into the mattress business and applied the same strategy. We hosted a weekly dinner event

about sleep and wellness. We shared insights into how important the health benefits of good sleep are, what stops good sleep and how the right sleep environment supports deeper sleep. At the end of the presentation about 10 people out of 40 attendees would buy our mattress and bedding package.

Consider how confident you'd feel if you had capacity to take on 10 clients per month and you had 250 people a month at your products-for-prospects preview workshop. Consider how you'd feel if you had 25 times more people giving you their details and expressing interest than you could even look after as a client.

The good news is you don't need that many to be safely oversubscribed.

NAMING YOUR TERMS

One of the most powerful signals is naming the terms under which you will be doing business in the future.

Naming your terms sends a powerful signal. It's about setting standards and expectations in advance of a sale. "If you want to work with us, you need to behave a certain way" is the message a confident business gets across.

You'll need to state whom you work with, how many people you can serve and on what terms you'll work with them. When you see a business naming its terms, you know it is on track to be oversubscribed. An oversubscribed restaurant might do things like stating its dress code, policy on bringing children, or right to rebook your table if you're not on time.

Is this something they do after they are oversubscribed or something they do in order to become oversubscribed? My belief is that you'll never become oversubscribed if you're not willing to name your terms.

People like to know you have certain standards. They feel reassured that you turn some people away and that you're protective about who's part of your business.

Consider from your own point of view: which business consultant would you rather work with – the one who will work with anyone or the one who insists on interviewing you for an hour before agreeing to take on your business?

Harvard University teaches a lot of the same stuff that other universities teach. What sets Harvard apart is their entry criteria; they are very fussy about whom they let in. In many ways this creates a self-fulfilling prophecy – if they only accept high-achievers it's no wonder they have students that continue to get high grades.

Especially towards the end of the build-up phase, it's particularly effective to start talking about your criteria, standards and terms for being considered as a client.

Naming your terms isn't about being a snob or only working with the rich. A muddy music festival, a hairstylist, and a graphic designer can all name their terms. That is what signalling is all about – telling people when something will be made available and how to get it, when they have to register their interest by, when they will have to pay, and on what grounds they will be accepted or rejected. You're setting time limits, performance standards and prerequisites.

Activity

Imagine for a moment that you really didn't need people to buy from you. Imagine that you'd secretly won the lottery and your business was only for fun now. What terms would you name in order to ensure business was fun?

DON'T TAKE YOUR FOOT OFF THE ACCELERATOR

On the back page of most luxury magazines you'll often see an ad for a Rolex Submariner. The Submariner is the most iconic Rolex in their range and it's a watch many aspire to. In fact it is so popular that it's nearly impossible to get your hands on one even if you have the money and go looking. Boutique after boutique will tell you that this watch is very hard to get, has a waiting list and when one does become available it's snapped up in a few hours.

Why would Rolex continue to waste so much money taking the expensive back page of glossy magazines? They know the value of getting oversubscribed and staying there.

As you approach your goal of having a lot of signalled interest in your offer, don't slow down. Don't stop running your ads, don't stop releasing your content, don't stop hosting regular events and promotions. Keep doing all the things that work to engage people in your campaign.

Being ridiculously oversubscribed wouldn't be so bad would it? Would it be terrible to have a six-month waiting list? Would you be annoyed if people were placing deposits for your next batch of products that haven't even been built? These are good problems to have so don't be afraid of being "too oversubscribed."

A great guideline many big companies adhere to is spending 5% to 9% of their revenue on advertising. Theoretically they should want to stop spending money on ads but they know through experience that this causes a slowdown and it costs more to rebuild interest once it goes.

A small business with \$500,000 of revenue can apply this strategy using the same principle on smaller numbers. Spending \$2,000 per month on Google and Facebook ads that just run week in week out might seem excessive when there's plenty of clients in the pipeline already, but in the long run it's more likely to keep the business oversubscribed and growing.

It's important to remember that, ultimately, you have to maintain a position where you have more buyers than sellers and some people miss out.

Activity

How can you ask people to signal their interest to you?

What interesting piece of content would you like people to read, watch or listen to before they meet with you or your team?

Which lead generation tools and techniques are you neglecting?

Building up your market is an essential step to becoming oversubscribed. There comes a point where you have generated significant interest and it's time to change focus and get people to take action. We will explore this in the next step.

PHASE 3

OVERSUBSCRIBED RELEASE: COMMUNICATING DEMAND AND SUPPLY TENSION BEFORE ALLOWING PEOPLE TO BUY

Don't release your capacity *until* you are oversubscribed – you become oversubscribed when more people want your capacity than you can possibly deliver to. When you have more far buyers than sellers you can be confident of a successful result.

MEASURING INTEREST

Knowing that you're oversubscribed is an important part of the process. It can be costly to educate and entertain people, and if you overinvest in marketing efforts, you might

get yourself broke before you have a chance to sell anything substantial. The guidelines I've given require you to measure two factors:

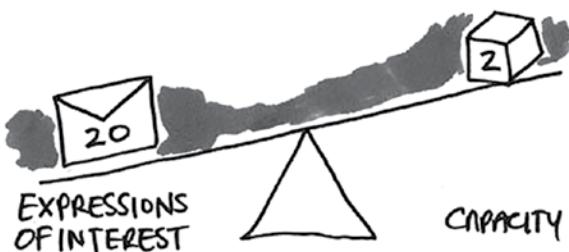
- The **quantity** of the signalled interest – This represents the number of people who are signalling interest in your campaign. This could be downloads, competition entries, surveys, views, tickets, pre-sales, deposits, email enquiries, opt-ins, registrations of interest.
- The **quality** of the signalled interest – The quality of signalled interest relies on three variables: the time people invest in sending a signal, the money they spend in sending the signal and the suitability of the person sending the signal.

To accurately measure signalled interest you need a central score board. You need to be able to see your scoreboard quickly and easily as you're running your campaigns to know if you're on or off target.



Some people might email you a general enquiry, some might fill in a special form online, and some might

drive across town to place a holding deposit. You have to collate data from several sources so you can see in one place the various ways people have signalled interest to you. Not all signals are equal; the quality of the signals requires you to make a judgement call about the level of commitment a person has given you in order to send that signal.



Hot signals – The highest quality signals require target customers to spend time and money in sending a signal. If a perfect prospect spends \$500 to attend a full-day workshop learning about your product, that is a very strong signal because both time and money were invested.

Warm signals – A moderate signal involves an investment of time or money but not both. People who attend a free two-hour seminar have invested some time to learn but no money has changed hands yet. It's a good signal but not as strong as a paid event. Likewise someone might put down a refundable holding deposit on a product, which is a moderate signal because almost no time has been invested in sending the signal.

Cold signals – A very soft signal involves some form of measurable interaction online. This would include people downloading a document, entering an email address into your website, watching online videos, entering a competition or taking a free sample. These weak signals are so easy to send that we need one hundred times your capacity in order to comfortably know you're in the zone of being oversubscribed sufficiently.

When you collect all of the signals you're getting from the market, you need to gauge whether you have hit a point where you can be sure you will achieve your desired sales targets.

SUFFICIENTLY OVERSUBSCRIBE YOUR CAPACITY

If your capacity number is 100, you're slightly oversubscribed at 101. Being slightly oversubscribed isn't good enough though. You'll need to have several units of signalled interest for every unit of capacity you want to sell.

During the build-up phase, you've engaged in the process of entertaining and educating people who are interested. You've asked people to signal interest in several ways and you've collected and scored those signals – cool, warm or hot signals. You now can judge whether you are sufficiently oversubscribed. As a guide, you are oversubscribed when you have the following:

- **Hot signalled interest is five times capacity** –The number of people who have strongly signalled their interest to

you is five times more than the amount of capacity you have. Example: You have capacity to sell five products and 25 people have paid a holding deposit.

- **Warm signalled interest is ten times capacity** – This is when ten people have given you warm signalled interest for every unit of capacity you want to sell. Example: You have capacity for five clients and 50 potential clients attended a free event educating people about your product offering.
- **Cool signalled interest is one hundred times capacity** – If people are signalling interest only softly, such as watching videos online, downloading a free report or entering a competition, you will need more than 100 soft signals for every unit of capacity you intend to sell. Example: Your capacity is five clients and you have 500 people who have downloaded a 20-page report from your website by entering their name and email.

Exceeding any of these three targets will give you confidence that you're sufficiently oversubscribed.

If you've not hit any of these targets, you have to continue the process of building interest by signalling and 7-11-4-ing until you do. This might mean that you continue to run advertising, host several more events, sell more products-for-prospects or push for more downloads until you've met one or a combination of the three criteria.

Bear in mind, this is a rough guide of how many signals you need in order to be oversubscribed, but it will vary from business to business. You'll get a better sense of how strong

various signals are as you run more and more campaigns. You might discover that one in six people who email your office asking for your price list ends up buying. You can then run entire campaigns designed to get six times capacity to email your office for a price list.

The key is to market for signals first, not sales. Build up demand and supply tension and only when there are enough bubbles behind the cork, do you pop the top off.

TRANSPARENCY

Demand-and-supply tension peaks when it's transparent to potential buyers. When people can clearly see the ratio of people signalling interest relative to the available capacity is high, they feel a sense of urgency to act. Openly showing how many people have signalled or telling people these numbers is the crowning moment of an oversubscribed campaign.

One campaign we ran resulted in 300 people filling in a lengthy application form for 30 available licensee agreements. Upon completion we asked people to join an online group where the updates would be given. It was clear, ten times more people had submitted their forms than the capacity we had to deliver. Everyone could see that there was a lot of competing interest for every licensee agreement we had available.

The transparency created a level of energy in people. Immediately we had emails from people who felt concerned they would miss out; some wanted to resubmit their forms and put extra effort into their answer. Some people said

they would be thrilled to be selected, some were afraid to miss out, some said they'd be willing to pay more and others said they wouldn't bother getting their hopes up.

When we released the capacity, it was snapped up in a day. People could see how many others had responded and they weren't taking chances.

Apple uses the media to signal and add transparency to their campaigns. When the company releases a new iPhone, they first tell people about it at their iconic MacWorld conference. CEO Tim Cook will stand up on stage and tell you how remarkable the new features – the battery life, the sensors, the screen, the processor – are going to be.

Then they signal to you the price and the release date, which is usually a few months away. The media goes bananas in the following days and weeks, breaking the story that a new iPhone is coming and instilling in people the fear that they might not be able to get one. They report on Apple's capacity "We are told that the UK will only have three million units available. You'll have to rush to get one; some people are already camping out."

This doesn't happen by accident. Apple has the world's best PR executives signalling their capacity, their terms and the amount of interest they are getting to the press. They use the world media to add a layer of transparency, and it creates palpable energy surrounding a new product launch. The crescendo of their campaign is when they open the doors of their retail store to a flood of people who want to be the first to get their hands on the new product.

The key to creating buying tension is for people to clearly see many others are interested and some people will miss out.

THERE'S ONE OF ME AND LOTS OF YOU

Transparency is a tool whereby you let people see how many other people are indicating their interest to do business with you. It happens when there is a physical line forming out the front door of a restaurant. Or it happens online when people put their names on a list, publicly like a page, follow a person's profile or increase the view count of a video.



Transparency is a double-edged sword. It can work for you when you have a lot of people buzzing around your business or against you when you don't. And it is often taking place even if you're not aware of it.

The first time I went to a trade show as an exhibitor, the experience was terrible: person after person turning their

nose up at our promotional staff and our brochures. In other environments, people were interested and engaged by what we had to say. But at this show, people were withdrawn.

Consider the reason this happens from an attendee's perspective: there are 300 exhibitors who are all trying to win their business. They feel that there's endless choices and it makes them reluctant to engage with any of the sellers. So in this situation, transparency was working against us, because it was transparent that we were just one potential option amongst 300 others.

Contrast this with the first promotional workshop event I ran. There were 70 people who were 100% focussed on what we had to say. Those people looked around the room and saw one seller and 70 buyers. Transparency was on our side; it was obvious we were oversubscribed.

If you're going to become oversubscribed you need to demonstrate that there's only one of you and plenty of people lining up to take whatever it is you have to offer. If people can see a line forming at your door – physically or metaphorically – they will want to know why and they'll want in.

Avoid scenarios where you appear to be one of many sellers and no one is lining up. This doesn't mean you don't go to a trade show; you can make it work with the right strategy. I was once a speaker at a trade show and gave a talk at the main stage in the morning. At the end of my talk I told the audience that if they came by our booth and filled in a five-question survey they'd get a free book and some samples. All day there was a lineup of people filling in the forms at the booth and it

attracted even more people who hadn't seen my talk. We gave them the samples in a brightly coloured oversized bag with our brand on it and somehow it seemed like everyone at the show was walking around displaying our brand. The more bright bags there were around the show, the more people wanted to talk to us. We used transparency to our advantage.

Keep in mind, being oversubscribed is simply having more people who want your capacity than you have capacity to deliver. Even though you know you need significantly more signalled interest for every unit of capacity you want to sell, it appears to most people that you are oversubscribed when they can see even a small lineup forming.

Getting people to signal online is perfect for building transparency because people can easily see the accumulating numbers. We've often used Facebook, YouTube and Twitter at the centre of campaigns because it's built into their platforms to see the levels of engagement. For example, we will often use hashtags (#) to get people signalling that they are attending our events. Anyone who clicks the hashtag sees hundreds of people talking about how much they are looking forward to an event.

A successful campaign I worked on with a client involved the creation of a pop-up Facebook group with a seven-day health challenge. Each day there was a new Facebook live session with a daily challenge. The group ended up with more than 33,000 people in it, each video had more than 1,000 views and hundreds of comments. At the end of the seven days, it was announced that this healthcare clinic was

able to take on a maximum of 60 clients for a \$4,000 transformational programme. Due to the level of transparency, it was easy for people to see that they would have to commit immediately or miss out.

The online world is built on transparency of activity, and it's perfect for building the energy needed to be oversubscribed. If you can master the online world, the real world is your oyster.

THE CLIENT SELECTION PROCESS

The process up until this point has been a little convoluted for a reason: it's weeded people out, educated people and given you a chance to get to know people better. This puts you in a unique position that few businesses ever experience – the ability to select the clients you want from a pool of potential clients.

Selecting whom you want as your client isn't only satisfying in the short term; it leads to a long-term reputation based on the results and achievements of the people you work with. When you carefully select your clients, you end up with clients who are best-placed to get great results. When your clients are getting great results they become die-hard fans. These fans rave about what you do and describe it as highly valuable. Fans hang out with more people who are similar to themselves and will probably get great value from what you do too.

When the fans all start telling tell their friends, you end up being even more oversubscribed. With even more people

to choose from you can be even more selective about whom you chose to work with and you may even put your prices up if you were a little too cheap to start with. Once again you find yourself working with people who highly value what you do and are perfectly placed to get great results. At this point there's an element of being a self-fulfilling prophecy – you carefully select great clients, great clients get great results, great results attract more enquiries from the right kind of people.

Conversely, when you are struggling to find clients you can't be selective. You twist someone's arm in order to get them to buy and it begins a chain of troublesome events. You over-promise to win the business, they sit back and watch you struggle to deliver, you plead your case as to why they haven't done their bit, they get buyer's remorse, they complain about your prices, their results don't match their expectations and they tell people not to do business with you. You end up having to spend more money on marketing, generating fewer people to choose from and having to twist people's arms even harder to work with you – the self-fulfilling prophecy works both ways.

MANAGING ENERGY

There's an art to the selection process or the product release, one that allows you to maximize the built-up energy you've created through signalling, entertaining and educating a lot of people. Your goal is to keep energy high for people's desire

to buy from you. If you lose that spark, the entire campaign can fall apart and your market loses interest.

The tension between buyers and capacity is the critical factor for building and maintaining oversubscribed energy. Using a number of techniques we can keep the ratio of buyers and sellers unbalanced so you stay oversubscribed while also making sales:

- **Staged release** – Releasing capacity in smaller chunks to the perfect people
- **Special/limited editions** – Breaking capacity into variations for subgroups
- **Price rises and time limits** – Creating a changing pricing structure based on times and dates

By breaking your capacity into stages or limited sections it's easier to get those smaller chunks oversubscribed. By imposing time limits or price rises there's a sense of urgency and tension for taking action to buy. All of these techniques are designed to maintain demand-and-supply tension.

It's critical not to use these tools on a whim while you're midway through a campaign, as it will come across as tacky and opportunistic. You want to employ these three techniques only if you plan them from the outset. If you put them into your campaign plan, then they are at your disposal.

Let's look at these tools in more detail.

STAGED RELEASE

In November 2013, the original cast of British comedy group Monty Python announced they would be rejoining for one night only to do a stage production at the O2 Arena in London. It was the first time in decades that they had performed together and the media buzzed with enthusiasm. “For one night only,” the newscasters chorused, “these comedic geniuses will entertain just a few thousand lucky fans!” This was big news for anyone who loves Monty Python and many people set an alarm to try and buy a ticket on the day of the release. Sadly, however, unless you bought in the first 40 seconds of tickets going on sale, you missed the boat.

That night on the evening BBC news, sad fans were interviewed and shared how disappointed they were to miss out. “It’s just not fair on us real fans who’ve waited so long for this,” one man said sadly to camera. “I wouldn’t sell my ticket for £1,000,” said a lovely lady who was fortunate enough to have got through in time and snap up a ticket for £39. Many people felt cheated that they wanted something that they simply couldn’t buy.

Or so they thought.

The next day, original Python John Cleese proudly announced that the performers and promoters had agreed to do another nine dates, making another 135,000 tickets available for all those unlucky people who missed out.

Once again, the evening news carried the story. “Due to outstanding demand from dedicated Monty Python fans,

the cast and crew have agreed to ten shows in total but be warned, tickets previously sold out in under 45 seconds flat. If you want a ticket, you better get in early when tickets go on sale tomorrow at 10 a.m.”

Sure enough, the following morning my fiancé and I sat with our fingers hovering over the refresh button to get ourselves a ticket to the show. Up popped two tickets for £149 each that we gladly snapped up. Even when I know what they are doing it still works!

In reality it’s highly unlikely the promoters and performers of the show could easily book nine more consecutive days at the O2 Arena at short notice. It’s actually much more likely that they used a technique called a staged release to sell more than 150,000 tickets to their show. A staged release is when you release quantities of your capacity only over several stages. You market the first batch or a small “early-bird” quantity of your product and then follow up at a later date with additional availability. You’ll often see Apple do this by announcing through the press that they have an “initial shipment” of phones that is limited and the future shipments won’t arrive until a later date.

SPECIAL/LIMITED EDITIONS

The Beatles had their first hit album in 1963 and broke up just eight years later in 1970. While together they released an impressive 13 studio albums but in the decades after their breakup they really became prolific.

Since they went their separate ways, The Beatles have released 53 compilation albums. There's editions with previously unheard studio conversations, editions with remastered versions of their greatest hits, the edition with number one songs, their rock 'n roll hits and another one covering their ballads.



Each special edition contains many of the same songs every fan knows. Many editions are marketed as a “limited run,” which could be hundreds of thousands, or for a “limited time,” which could be years.

By creating slightly different special editions, they can run campaigns and promotions constantly and maintain demand-and-supply tension for each release.

Consider creating a special version of what you do that is only for a specific demographic. Maybe you do a version only for under-30s, maybe a version that's only for high-net-worth individuals or one for people who work in the medical industry. Get creative and think through all the ways you could turn what you do into a “special edition.” How could your business create special editions of what you do too? What kind of offering could include special features, only be for a special group of people or limited in its production?

PRICE RISES AND TIME LIMITS

Amazon has daily book deals. These are genuine reductions in the price of Kindle ebooks that they don't repeat regularly. The first 18 months that my last book *Entrepreneur Revolution* was out, Amazon UK selected it for a promotion for just one day. On that day, my book was priced for £1.90 discounted from the usual £8.90.

I was impressed by how many books sold on that day. The book usually sits at number 2,000 for all books on the site, but for that day it shot up to the top 150 books. People love a genuine bargain. Conversely, I've seen the demise of most daily deal sites because many of the deals aren't genuine. For starters the discount isn't always a real discount. Many say that the product is "usually \$39"; however, a quick Google search reveals that it's usually \$19 on a dozen different sites.

Second, the deal isn't for one day. You can go onto the site and see dozens of deals from previous months and buy the deal for the same price. Consumers aren't dumb; they figure out pretty fast that it's not a "deal" and it's not "daily."

There's only one occasion when a price and time promotion works – when it's a genuine deal for a very short period of time. Price promotions don't work anymore if people can access the deal elsewhere or if the deal lasts for anything more than a few days. And you can never underestimate the consumer's ability to figure you out quickly. We live in a time when people have access to enormous amounts of information and they get wise to business tricks.

On the flip side, if you run a real deal promotion that you truly *are* only offering for a very short period of time (less than 24 hours), you can achieve a fantastic result. Look at

your business and decide what you'd be willing to radically reduce in price for 24 hours. If it's a product-for-prospects, then it's going to drive your core business anyway, so go for it.

Activity

What level of signalled interest do you need in order to be sufficiently oversubscribed?

How can you ethically and warmly signal to your potential buyers that you are oversubscribed, creating demand and supply tension?

Can you utilise tactics to break up the supply you have into smaller chunks that are more easily oversubscribed?

Now that you have created transparent demand-and-supply tension and demonstrated that you are oversubscribed, you can be assured that many people will buy your offer. Even though you have created this tension, you'll discover that a lot of people still need to have a conversation before they feel comfortable taking action. Sales follow-up will ultimately generate the majority of your campaign results.

PHASE 4

SALES FOLLOW-THROUGH: PROACTIVELY FOLLOW UP WITH PROSPECTS TO MAXIMISE THE EFFECTIVENESS OF YOUR CAMPAIGN

Campaigns create opportunities to engage with people, and most of the financial benefits you'll see from a campaign will be secured through your careful sales follow-through. Despite all the urgency and desire your marketing campaign creates, more than half the people who will buy from you want to talk to someone first to check their decision is the right one.

SALES CONVERSATIONS VERSUS CHIT-CHATS

You've done the work to build up a lot of energy behind your campaign, and the people you're meeting are already pre-sold. Many have clocked up seven hours online, bought a product-for-prospects, Googled you and read up on your background.

That doesn't mean every one of them is ready to buy; it means they are *pre-sold*, and pre-sold people still require a sales conversation in most cases. They might need to talk to someone, get some questions answered, explore some options or simply be reassured.

What they *don't* need is chit-chat. They aren't interested in talking about the weather or sports for long periods of time; your content and your products have already built enough trust and rapport for the discussion to focus on what you're offering.

I see so many struggling businesses whose people pathologically refuse to have a proper sales conversation. And because they hate asking for the business, they don't get much of it.

A sales conversation is scripted and accompanied by materials like brochures or case studies. A sales conversation follows a predictable pattern – one for which you and your salespeople have rehearsed. This means that when the time comes to ask for the business, a sales conversation enables it to happen naturally. A sales conversation gets the deal done.

Sales conversations are unavoidable. Even when you are oversubscribed with people who know you, like you and trust you, you still need to maximize your results by having sales conversations.

You will get a lot of people buying from you during a successful campaign. This is an indicator that there are a lot more people who are on the fence and just need that quick conversation to assure them. Following up with sales conversations can quadruple the results you get from your campaigns.

You must mop up after your campaigns. All that buzz you created will go to waste if you're not following up with warm leads, booking face-to-face appointments, hitting the phones and making sure payments are made.

In every campaign I've ever run, the sales follow-up turned it from a break-even campaign to a highly profitable campaign.

To be clear:

- Sales conversations are scripted and rehearsed; chit-chat isn't.
- Sales conversations have brochures and materials; chit-chat doesn't.
- Sales conversations ask for the business; chit-chat leaves it open-ended.
- Sales conversations result in an order form filled out or detailed database notes logged on the CRM; chit-chats are forgotten.
- Sales conversations make your business work; chit-chat doesn't.

Google, Ferrari, Rolex, Coca-Cola, IBM and Virgin all have trained salespeople who have sales conversations. Apple retail store workers complete 30 to 60 minutes a day of training. They learn strategies for building rapport, identifying concerns, listening for buying signals and asking people, “Do you want me to get that all set up for you?” Apple is widely regarded as having some of the best products in the world that don’t even need user manuals, and millions of dollars a month is spent on marketing; still they know the importance of sales training.

If the biggest brands in the world have trained salespeople delivering scripted sales conversations, your business is going to need you and your team to be trained up in sales too.

Being oversubscribed and running powerful campaigns doesn’t *remove* the need to sell. It gives you more opportunities to sell and better qualified people to sell to.

THERE’S A RHYTHM TO SUCCESSFUL SALES

A huge part of successful selling is getting into a rhythm. The regular interactions provide rapid learning cycles. With regular sales meetings, the stories and examples you use with prospects sharpen up, your fears about selling go away and you just get into the groove of signing new business.

When salespeople go on a break or fall out of their rhythm, it often takes weeks or months to get back into it. Much like an athlete who trains religiously six times a

week the results don't really come from any one day; they come from the regular cadence of doing something day after day.

In my businesses we measure the rhythm using a dashboard called LAPS – leads, appointments, presentations and sales. Leads come in from people who have expressed interest in talking to us, appointments are when a dedicated time to talk has been set in the sales diary. Presentations are recorded when we successfully deliver our scripted sales script (sometimes people reschedule, don't show up or sales conversations go off-script), and sales are made when we take payment, sign terms and conditions and begin the on-boarding process.

Different businesses have a different LAPS rhythm. Some businesses make one sale for every ten leads they generate. Some businesses need to generate 100 leads to make one sale.



Our LAPS scores over the last two years follow a predictable rhythm:

50 leads

10 appointments

8 presentations

2 sales

Knowing our LAPS rhythm lets us know whether we are on track or off track, where to improve and how to speed up. We know if we increase marketing spend and generate an extra 200 leads a week, it should result in eight additional sales. If it doesn't, we can go looking through the chain to find the weak link.

We do weekly LAPS in each of our offices around the world. Each week, each sales team has to stay above its target LAPS score as a team in order to unlock the team bonus. This weekly rhythm enables the team to find its sales flow and stay in it. Sitting on top of the weekly LAPS rhythm is our quarterly campaign, which has its own LAPS targets too.

For example, our sales team in an office will have a target of 100 leads, 20 appointments, 16 presentations and 4 sales for the week, whereas our quarterly campaign will have a goal to get 600 leads, 120 appointments, 100 presentations and 25 sales. If you annualise these targets you'll get a total of 200 sales a year from the weekly baseline and 100 sales a year from the quarterly events.

THERE'S A STRUCTURE TO SUCCESSFUL SALES CONVERSATIONS

When you are presenting a sales meeting, it should follow a predictable structure that you've planned and rehearsed; otherwise, you risk drifting into chit-chat. Many scheduled sales meetings last one hour so you have to have a plan for using that time effectively.

There are some key phases of every sales meeting that are common to most businesses:

Rapport – Discover some common ground and an openness to engage in conversation.

Discovery – Find out what this person is trying to achieve, what frustrations he/she'd like to solve, preferences and desires along with what about his/her current situation made that person go looking at relevant options.

Confirming – Ensure that you have all the relevant information correct, you understand the prospect's situation clearly and you're in a good position to make a recommendation.

Advising – Share insights, methods and solutions for addressing the needs of the prospect. Put forward the key features, advantages and benefits that meet the customer's desires.

Discussing – Find whether the proposed solution meets the prospect's needs and wants, tailoring the solution or negotiating on any flexible aspects of the sale.

Completing – Confirm the sale and do the administrative activity required or update the CRM system with next steps and relevant information.

Plan out how you want your sales meetings to run and rehearse the script. Identify the part of your sales meeting structure that's weakest and try to find ways to deliver it more powerfully. Don't fool yourself into thinking an unstructured chat will perform anywhere near as well as a planned presentation – you'll waste hundreds of hours of your life and the time of your prospects engaging in these interactions that mostly go nowhere.

SALES IS A PROFESSION

Imagine going to see a doctor about an ailment. You meet in a coffee shop, the doctor is casually dressed, you talk about the football for a few minutes then the doctor starts recommending drug treatments before you've had a chance to explain all of your symptoms. The doctor writes out a prescription on a scrap sheet of blank paper, saying that he/she'd love to catch up with you to see if you are feeling better but the doctor never calls you back. It would be a horrible experience because it's so unprofessional.

This experience simply wouldn't happen with a doctor but it happens every day with salespeople. Visit any coffee shop in a major city and you'll see plenty of slacker sales guys who treat their job like it's a hobby or a side gig.

For some reason, despite millions of people earning their living in the sales profession, most businesses do not treat the role with a shred of the professionalism it deserves. Salespeople should treat their role the way a dentist, doctor, lawyer or accountant does.

Sales professionals need constant training, they need up-to-date collateral like brochures and order forms, they need a professional place to conduct their meetings, they need technology to remind them to contact people when they said they would and they need the respect of your whole team for the work they do to keep the money flowing.

A big part of success in sales is role-play. Salespeople (or entrepreneurs who are selling) need a lot of rehearsal time to practice their presentation and their responses to key questions or objections. Selling isn't natural; it's not normal in most cultures to ask people to make a decision, to challenge someone's thinking or to ask for money. If you tell salespeople to simply go and "be yourself," don't be surprised when they come back without any sales. In the same way actors must rehearse their lines or sports people must practice their technique, salespeople need to role-play their sales meetings dozens and dozens of times before they will get it right.

Sales is a profession and should be treated as such. Invest in training your people, invest in high-quality sales materials and in making every part of your sales experience a positive experience.

AVOID ABS BRAKING

One of the most common mistakes I see businesses making that puts their entire company at risk is something I call ABS braking: anything but sales!

I see teams who are willing to invest serious money to improve the product, they will happily write dozens of blogs, they will get in front of a camera and pitch their heart out, but the simple act of being face-to-face with customers and asking them for their credit card details sends a wave of terror through them.

In order to do the work you love, you have to win the work – you have to make the sale. The secret behind every successful campaign is that a significant number of sales are the direct result of follow-up sales conversations.

I'm not talking about cold calling or selling to people one at a time. I'm talking about following up after a campaign, when the prospect has signalled interest and knows plenty of others are also interested. That's the time you must have a structured sales conversation that ends with you asking them directly if they want to buy too.

Years ago my company helped put on a series of retreats in Bali. People from all over the world flew in for the four-day experience. The retreats were capped at 200 attendees who would have a magical experience that blended workshops, outdoor experiences, fine dining and high-level networking, all of it set in a mesmerising resort overlooking the ocean.

Of the 200 attendees I would estimate not more than 50 of them would have proactively booked themselves into the retreat. Our team would have spoken to about 1,000 people who signalled interest to make the remaining 150 sales.

In conversations by the pool people said to me that it was their dream to one day run a similar retreat in Bali. They asked how much the resort cost to hire out, how much the speakers were paid and how long it took to organise the logistics. Never was I asked how many sales conversations we had to have to fill the retreat.

Most people don't like talking to strangers and they especially don't like asking strangers to make a decision. This mental barrier causes so many businesses to fail from ABS braking. Be aware when you or your team are doing anything to avoid having sales conversations – simply asking for the business.

WITH-OR-WITHOUT YOU ENERGY

There's a big difference between being a salesperson in an over-subscribed business compared to a business that is struggling to meet its targets. The difference is what I call "with-or-without-you energy." This is a mystical sense of confidence someone has about them when they know they will meet their targets regardless of what any one individual decides – they seem to exude a sense that they will be fine with or without you.

This energy is attractive. Humans are drawn towards people who aren't needy. They open up, they banter, they

bond and they buy. Conversely, when someone is insecure and seems desperate to make a sale, it has the effect of making a prospect close down and withdraw from the conversation.

Some people can fake this kind of swagger by pumping themselves up with motivational stimulus but it only lasts for a short while. Longer term you can't fake it; even professional poker players start to show their "tell" when the chips are actually down.

Humans are remarkable at spotting nonverbal communication, and even when the words are on script, a desperate person makes others unnerved with the dozens of small inflections in their voice and mannerisms.

Rather than trying to fake with-or-without-you energy it's better to actually be oversubscribed and genuinely be spoilt for choice when it comes to sales opportunities. It can take time but all salespeople should be diligent in keeping accurate records about prospects, setting reminders to call people when they agreed to and working with the marketing team to improve the quantity and quality of the leads. All of these small things add up and result in salespeople having plenty of warm opportunities in their pipeline. With a surplus of opportunity, with-or-without-you energy comes naturally.

Activity

Are you keeping a dashboard of sales activity? Are you in a rhythm of regular sales conversations?

Does your company have scripted sales conversations? Do you role-play sales scripts? If not, when will you make time for it?

How could you treat sales more professionally in your business?

Are you and your team guilty of ABS braking? What stops you from following up with people who have signalled interest?

How many warm leads would you need to have in your sales pipeline to experience a sense of with-or-without-you energy?

After making your sales, the most important step comes when it's time to deliver what you said you would. Nothing beats being positively remarkable in what you do.

POSITIVELY REMARKABLE DELIVERY

This is the most important step in the process by far. The old adage of “Sell the sizzle not the steak” is over. We live in a world in which, if the “steak” is no good the business is over.

People talk. Prior to social media, a dissatisfied customer told 11 people according to research. Today a dissatisfied customer might have 1,000 friends on Facebook, several hundred Twitter followers, and their negative review of your business could become indexed on Google and haunt you for years.

Conversely, if people see your business as remarkable for positive reasons, all of these factors begin working in your favour. If people love what you do, they can tell thousands of people.

The payoff for being remarkable is immense; for one thing, it reduces your marketing costs to zero. There were no marketing costs for Benedict Cumberbatch’s *Hamlet*. He’s such a remarkable actor that his shows sold out in world-record speed. Remarkable delivery creates attraction with velocity and no amount of marketing expense will carry the load for a poor performance these days. Today, your job is to “cook great steak” and let your customers create the “sizzle” for you. Your marketing team is composed of your clients, and your long-term lead-generation strategy is being brilliant.

We’ve talked a lot about promotional activity that builds up energy. Along with this comes an expectation. If you don’t meet that expectation, you’re running a huge risk. The word *remarkable* means “worthy of being talked

about.” In order to build your business, you need almost all of your clients to talk about you in a positive way.

The real test for your business to pass is whether it is worthy of being talked about. Will people speak positively about you after they have purchased? Will they share your story? Will they recommend you to their friends? Would a customer link to your blog from his or her website? Is your brochure worth passing on to a friend? Is your service worth tweeting about? Would I take a photo of your product and upload it on Facebook? Would someone make a YouTube video about how wonderfully your staff treated them? Would your staff tell their friends they should work for your company? Would a competitor say they want to be like you? Would the newspapers write a positive story about you?

If you’re answering yes to all these questions, you’re positively remarkable.

Don’t just think about one aspect of your business; the whole lot has to be positively remarkable if you’re going to stay oversubscribed long term.

THE REMARKABLE AUDIT

Look at every touch point in your business – your website, brochures, people, products, premises, ads, staff handbook, uniforms, packaging – and ask yourself the question, “Is this touch point positively remarkable?” You can list off every touch point in a spreadsheet, not only for the customers but

also for the team and the suppliers too. Every person who touches your business should find it remarkable.

As you scrutinize point-by-point, score yourself on a scale of 1–10 to determine where your organisation is right now. It might be disheartening at first when you see how much work there is to be done in order to have a remarkable enterprise.

Don't be discouraged. Your business has come this far on these terms. Imagine how far it will go when you've improved a few more of the touch points to the level of 10 out of 10 for being positively remarkable.

Identify one or two things a month to improve and invest in them. The secret to creating a great business is to invest in remarkable delivery. The world's fastest growing companies are spending 5% to 15% of their revenues on research, development, innovation and training. They're not spending it on marketing campaigns like they used to; they're spending on making what they deliver positively remarkable.

The best product wins. If you commit to build the best product and keep investing in it, you're playing a winning strategy. If you surround that product with remarkable touch points, you'll be unstoppable.

Embrace the challenge. Lean into the discomfort of how much there is still to be done. That discomfort is your friend; it's keeping the wannabes and posers out of your league. Embrace the complexity of business. If it were easy, everyone would be doing it; if it were simple, there wouldn't be any payoff. If creating value were straightforward, it wouldn't be valuable.

ENERGY UP, DOWN OR SIDEWAYS

I went to see magicians Penn and Teller during their UK tour in London a few years ago. Having grown up watching their TV programmes and hearing about their Las Vegas shows, my expectations were high.

The show was everything I expected. They were funny, witty, irreverent and highly skillful in delivering their magic tricks. I enjoyed the show; it was as great as I had expected. But what happened as I walked out of the theatre *totally* blew me away.

I saw a crowd of people forming in two big circles on the pavement out the front. In the middle of the circles stood Penn and Teller delivering their street magic performance with the crowd. They posed for photos, made objects disappear, and had the crowd in hysterical laughter. It was the highlight of the evening for anyone who stuck around.

They didn't *need* to do this. Everyone had enjoyed the show. Everyone was satisfied. Everyone had got what they paid for. But that wasn't enough for these consummate entertainers; they had to leave people with more than they expected.

People are emotional creatures – even the ones who claim not to be. Emotions drive loyalty, trust, connection and ultimately purchasing decisions more than anything else. Emotions cause businesses to become oversubscribed. Emotions are little storms of energy that happen in the bodies and minds of your customers, clients, team members and

suppliers. And we can categorise this energy in three ways: up, down or sideways:

- **Up** energy comes from delight, love, spontaneous joy, pleasant surprise, magic and unexpected caring. It's caused from positive experiences that you weren't expecting.
- **Down** energy comes from dissatisfaction, disappointment, anger, annoyance, outrage and resentment. It comes from negative experiences that weren't communicated in advance.
- **Sideways** energy comes from satisfaction, indifference or an exchange. It's the result of a job well done as you would expect.

Only when you leave people uplifted will they talk about you in a positive way. If you leave them satisfied (sideways energy) they won't talk about you and all your efforts that went into satisfying them will have been for nothing. If you leave people on a downer, your business will suffer as people talk about the emotions that come from down energy.

		DELIVERED	
		YES	NO
PROMISED	YES
	NO

There's a simple principle when it comes to leaving people uplifted: do something great that people didn't see coming. If you buy a Porsche that is supposed to arrive in three days, you'll be pleased if it arrives on time and disappointed if it comes on day four. Strangely, if you're told that it won't be ready for six weeks and then they deliver it in four weeks, you'll be ecstatic.

If a company says to you, "Sorry we messed up; we will send you some flowers as an apology," you won't feel much emotion when they arrive. If the flowers arrive unexpectedly, you'll be blown away.

The key to leaving people uplifted is to keep quiet about some of the good stuff you know you can deliver. Don't talk about it, keep your mouth shut and leave it as a surprise.

Had Penn and Teller told people that their ticket included a street magic performance after the theatre show, no one would have thought it was amazing because they would have been expecting it. In fact, some people would have felt annoyed that they didn't get a good spot outside and couldn't hear the jokes properly.

When you sell, only talk about 70% of what you intend on doing. When you make a promise, dial it back a little so that the delivery of that promise is better than what was expected. Keep some magic up your sleeve.

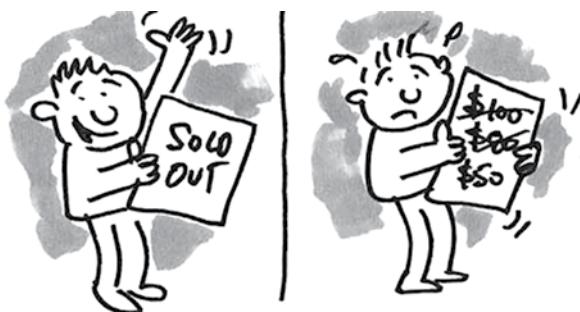
SET YOUR TARGETS AND STAY FIRM

When you get a rush of people who all want to buy from you and you know your capacity is going to become

oversubscribed, there's always the temptation to raise your prices on the spot or to expand your capacity numbers.

I want to urge you not to do it especially if it affects your ability to deliver to even one of your clients. It's more important that your capacity to deliver stays remarkable. Enjoy being oversubscribed, let some people miss out and trust that they'll come back and they'll even talk about how popular your business is.

You need people to know you can be trusted at your word rather than being seen as opportunistic. If you name a price, stick to that price. Only move the price if you said you would from the beginning or after a campaign is completely finished and you're now in a position to rename the price.



If people are lining up, there's a strong desire to increase your capacity numbers to meet the demand and make money fast. You might hear yourself say "Did I say I could only accept 12 clients this year? Oops – I meant to say 20."

It's not easy turning people away – but it's worth it for several reasons:

- **Saying yes when you can't deliver sets you up to fail.** After accepting more customers than you can handle, you figure that you'll surely find a way to look after them – somehow. You'll hire more staff, buy new equipment or outsource to a third-party supplier. But those things still take up your time and take you away from the care and attention you'd planned on giving to your clients. By exceeding your capacity, you run the risk of letting down each and every one of your clients – not just the extra few.
- **People will learn not to take you at your word.** If you go over your capacity, people will eventually find out and will assume everything you say is nothing more than a gimmick. They will assume your special price is the usual price, your limited-time offer is available all the time and your exclusive deal is for anyone. When you stick to your guns, people learn that you mean business – and if they want to access your products and services, they'd better take action when you ask them to.
- **Every person you turn away is a walking advertisement for your brand.** Have you considered that people very rarely get turned away from spending money, and they will probably tell quite a few friends when it happens to them? They will say, "I tried to pay more, I begged, I negotiated and pleaded but they didn't budge"

and refused to take my money!” That story gets around and your business becomes known for it.

Sticking to your plan is an important part of the campaign-driven enterprise method. It’s these rigid numbers that create tension and attraction for you in the long term. If people come to expect that your numbers aren’t real, they’ll start to question your entire business. You might miss out on a quick sale by sticking to your capacity but you’ll keep business on the boil for longer if you’re willing to hold steady.

YOU’RE ALSO AN IT BUSINESS

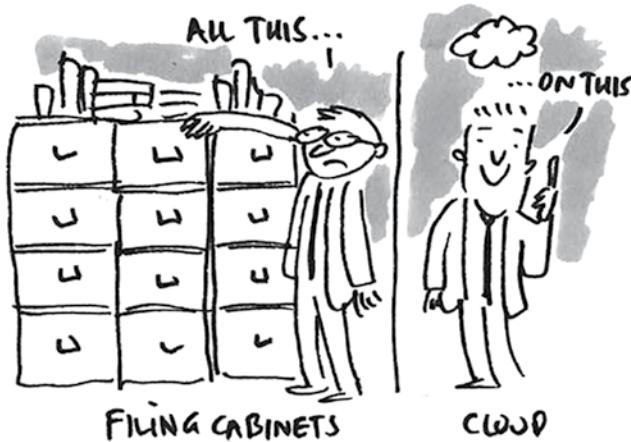
In the times we live in, “We’re not very techie” is the sound businesses make before they die.

I don’t care if you’re running a bakery, a hair salon, a consulting service or a training company; whatever you do, you’re also in the technology business. It’s simply not possible to deliver a remarkable experience to your customers without the help of technology these days.

You need a system that keeps track of all your client interactions, one that manages delivery of your products and one for setting follow-up reminders and notifications. Without this automation, you can’t scale remarkable delivery. And even if you aren’t particularly tech savvy, someone on your team needs to be. To be effective as a campaign-driven enterprise your business will need to

be fast at building web pages, collecting meaningful data, powerfully using that data and optimising your business online. If you're going to run campaigns and become oversubscribed, you need to know what's worth paying for, what's worth doing in-house and what you can bolt together for free.

It shocks me to discover how many entrepreneurs are completely unaware that they are still paying £2,000+ for something that is now available for under £100. And beyond that, it amazes me how many businesses have nine staff when they could get away with seven if they made some fairly simple investments into software. Effectively they are paying more than \$80,000 too much each year to perform a basic service. They could be using that money to grow the business, hire more of the right people and delight their customers in creative and unique ways.



At the very least, find a technology supplier who you can work closely with. Since 2007 we've used SoTechnology (www.sotechnology.co.uk) as our cornerstone technology partner. The team there now knows our business and can pull together a new promotional landing page quickly and powerfully. When we have a new idea, we can execute it in days – not weeks.

I'm always shocked when I can't find a YouTube video, a blog or a Twitter feed for a business. I'm concerned when I see a standard "brochure website" for a business and there's clearly not been innovation there for years. The things that are possible in today's technology-driven world are mind bending. The level of sophistication you can build into your marketing and delivery systems is extraordinary – and not terribly expensive.

As we venture beyond the 2020s, there are no excuses for falling behind, but the penalties could be catastrophic. If you want to grow, be profitable and have happy customers an essential part of your business needs to be the technology.

YOU'RE ALSO A MEDIA BUSINESS

If you go to Chelsea in West London it's hard not to spot people whose lives revolve around social media – they are glamorous and photo-shoot ready at a moment's notice. In the heart of Chelsea is a bakery called Peggy Porschen that caters perfectly to this trend. It's painted bright pink with huge floral decorations adorning the entrance. The tables

and chairs are quirky and the food itself looks too fabulous to actually eat. You would be forgiven for thinking that you'd walked onto the set of a film.

This isn't an accident; everything about this cafe is designed to be Instagram-able. The menus, the crockery, the food, the uniforms and the "P" symbol that appears on the coffee froth are all designed to be photographed. They want customers to feel compelled to share their experience with their thousands of followers so that those followers also feel compelled to come to the cafe and share their experience with their thousands of other followers.

This strategy has worked powerfully for the small shop. Every day of the week you will see beautiful people lining up out the front waiting to photograph this set. These people have propelled Peggy Porschen to have close to 500,000 followers on its own Instagram account (@peggyporshenofficial) and to be constantly bustling with customers who are not worried about the prices.

Instagram has become the dominant place to share important moments for a lot of people because of the visual nature of the platform. Your business might leave people feeling delighted but it's hard to share a feeling and feelings pass – that feeling must be turned into an image so that it can be posted on social media.

It would be wise to think of your business as if it's also a media set. Create something visual that begs to be photographed, tagged and shared. Look for opportunities

to create and share videos. If a powerful conversation is unfolding, capture it and turn it into a podcast episode. You are blessed with a production quality media lab in your pocket – look for opportunities to harness it and encourage your customers to do the same. If you can manage this, you will enjoy a significant uplift in referrals as people push the images, videos and podcasts out to their trusted networks on social media.

EXPERIENCE IS RELATIVE TO PRICE

Many business experts extol the advice that businesses should always aim to put their prices up. But you should be warned that experience is relative to price.

An expensive Michelin-starred restaurant might disappoint their guests with a seven-course tasting menu that doesn't live up to the expectations of a £180 per head price tag, whereas a fish 'n' chip shop might blow people away with the value they give for £10. Maybe your winning formula is that you offer more value for less money. If that's the case, you might just become a commodity if you mess with the price too much.

There's a good chance that if your price point worked and it's profitable, you shouldn't mess with it too much. Walmart got themselves deeply oversubscribed by offering low prices. They stayed oversubscribed for decades and grew one of the world's most financially successful businesses because they kept prices low.

Imagine if Sam Walton had bumped his prices up each month and moved away from his winning formula. After a few years, the crowds would stop coming and the business would stop expanding. Sam knew that his winning formula was “stack it high, sell it cheap.” Price was his strategy for staying oversubscribed.

Never underestimate the powerful appeal of a bargain; for the mass market the lure of price is intoxicating. People will drive an hour, line up and jostle with other shoppers for a genuine discount. If you figure out a way to keep prices low and still make a decent profit, don’t get greedy; use it as part of your winning formula. Keep the price low and make sure people are lining up for it.

Conversely your winning formula could be to charge a premium and package in a list of unexpected extras. You might delight your clients with surprises that make your high price seem worth it. Being reassuringly expensive and still exceeding expectations is a viable strategy for many businesses that stay oversubscribed.

Whether you price low or high, remember that the delight people feel is relative to what they paid.

Activity

What about your product makes it worth talking about?

Which touch points in your business are clearly less than remarkable?

What technology could you deploy that would improve your customer experience?

What can you create that makes your business more visual and sharable on social media?

Your campaign is complete. You've planned and executed a build-up of tension. You've become oversubscribed, made sales and left people so delighted that they share their experience with others. It's important to capture the lessons, celebrate the wins and take time to refresh.

PHASE 5

CELEBRATE AND INNOVATE

The final phase of this process is to celebrate and innovate. It's far too easy to plough ahead into the next campaign without savouring your wins and learning from your failures.

Celebration and innovations are about *publicly sharing* the success of your campaigns, rewarding the people who made it all possible and looking for ways to make it better next time. There's always a temptation after a campaign to roll up your sleeves and do another one. It's quite addictive when you experience the buzz of a campaign and end up oversubscribed.

But if you do that, you'll have missed a crucial step. You'll repeat mistakes and have failed to retain valuable assets.

Instead of rushing straight into the next campaign, you must complete this final phase. You need to hunt down the stories, capture the numbers, interrogate the data – then learn, share, congratulate and reward those involved. You need stories, numbers and insights. Celebration and innovation is about capturing them and using them powerfully.

TELL YOUR STORIES

Creating an expensive men's watch is simple – there are two main ingredients. First, locate your company in Switzerland. Second, begin making watches at least 100 years ago.

If you have those two things, you'll be well on your way to charging a small fortune for a timepiece that every man aspires to own. Rolex, Omega, Breitling, IWC, Jaeger-LeCoultre, Zenith, Tag Heuer, and Longines all follow this formula successfully.

Then there's Bremont, a British company founded in 2002 that is unable to keep up with the demand for its limited range of chronographs. They aren't Swiss; they were founded in 2002 – yet they have taken a solid position in the fiercely competitive luxury watch business.

They've been able to do this because people don't buy watches because of the geography or the age of the maker. People buy watches because of the story each watch tells.

According to Bremont cofounder Giles English, "Under a critic's scrutiny, every watch we make has to be of the highest quality. Separate from the brand and our story, the product has to stand rigour; however, we know the reason people buy our watches is because of the emotion and the passion that comes through in our story."

Bremont is remarkable at telling those stories and it all begins with the founding of the company: a story about two brothers who share the love of flying with their charismatic father. Then the tragic story of losing their dad in a light

aircraft accident, which led to the story of the impassioned decision to fulfil an ambition and create a company making pilots' watches. There's a delightful story about the way the company got its name after the brothers performed an unplanned landing on a flying adventure.

Immediately you feel a sense of connection; when you hear their story, you almost feel part of it.

Each watch these brothers make has a story too. There's the range that was inspired by a B-2 Stealth Bomber pilot who wanted a completely black watch to match his completely black jet. There's the story of how they are the only company to test their watches for supersonic ejector seat deployment from a fighter plane. There's the story about how every pilot who ejects (and survives) gets a special red bezel fitted to his or her watch. There are stories about adventurers who take Bremont watches to the Arctic, to the depths of the oceans, to the deserts, to the upper atmosphere and deep into remote jungles.

They have watches that you can buy *only* if you are "pre-authorised military personnel." There's a timepiece that's hand-painted by Ronnie Wood of the Rolling Stones. A watch created for Scotland Yard detectives and another for a Hollywood movie about the Secret Service. There's the story they tell about how each glass face is coated with nine layers of anti-scratch protectant. How they have a special way of making their steel stronger than . . . well, steel.

Before this company releases a watch they first start telling its story. There's a watch that contains parts from

a significant WWII plane. There's a watch that contains parts from Bletchley Park's code-breaking equipment and the watch that will raise money to preserve an historical sight.

As a result of telling these stories, many of the watches are sold out on the week they are released.

These stories are crucial. They are as much a part of the product as the movement contained within the casing. Combined with a high-quality product, these stories translate into a business that is constantly oversubscribed. In fact, some of Bremont's used watches sell for triple what they cost new!

There's a lesson here for any company that wants to punch above its weight and stay oversubscribed: *tell your stories.*

The truth is, most people who buy a Bremont watch aren't going to fly a B-2 Stealth Bomber or eject from a supersonic jet. Most of their customers won't go to the Arctic, set a new free diving record or spend a week alone in the Amazon jungle – and even if they did, many people wouldn't be wearing an expensive, collectable watch while enduring such challenges!

People simply love the romance, the history and the adventure Bremont is sharing with them.

Larger corporate watch brands have hundreds of years' worth of great stories to tell, yet they often run the same boring full page ads you see in any men's magazine. An enlarged watch face, maybe a celebrity or a sportsperson,

maybe a picture of a racing car, maybe a few words about being Swiss and founded in 1850-something.

Bremont makes great watches; there's no doubt. But if that was all they did, they wouldn't stand out from their rivals. Bremont is a credible contender to these 100-year-old brands because it's better than them at sharing the stories that unfold while they are making great watches.

In the world of business, many people become so close to their own story that the excitement fades and they stop telling people. They simply take their story for granted.

As you think about your own business, consider how many of your customers know the circumstances that caused you to start your business. How many of your products have a narrative about what makes them unique? How many of your employees can tell you why the company chose its name?

If you're not yet oversubscribed, you might not be telling enough stories.

SO MANY GREAT HIDDEN STORIES

Great, memorable stories don't need to be massive, blockbuster tales in order to be powerful; they simply need to be authentic and human.

Small moments of triumph create great stories. Seeing people achieve a personal victory or hit onto a real emotion generates more interest than some huge story that doesn't connect with the heart.

Your job is to drill deep into a story, to find the background, to ask what impact the story has on the future and to examine the finer details. Your job is to capture it in writing, on video or audio and then to make it available online. When you go looking, you'll discover your business is full of stories.

Every restaurant has dozens of stories unfolding on any night. People on a date, people recovering from an illness, people catching up with a loved one. Every accounting practice has access to dozens of touching stories. Their clients are taking risks, building family businesses, employing their first staff member, or raising life-changing investment.

Your business has a story too. There's the story about why it launched and the people involved. There's the story about the tough times it had to endure. There's the story about how a dedicated employee was rewarded. There's the friendship that grew from a professional client relationship. These are special; tell those stories.

THE TRUTH IS IN THE RESULTS

Does a newspaper ad work if you run it upside down? No, it doesn't; and it's a disastrously bad idea. I know that because I measured it.

During a massive campaign in 2005, we ran a lot of ads in dozens of different newspapers. Each ad had a booking code next to the phone number, and we had our team collect the codes from every person who responded to our ads.

Within months, we had tons of useful data. We knew that ads on an odd page number outperformed ads on an even page number and it was worth paying extra for them. We knew it was no different to have full-colour ads or two-colour ads. But we knew two-colour ads outperformed black-and-white ads.

One day we decided to test what would happen if an ad was run upside down. We wanted to see if people would turn the paper around and if doing so would get a better response. It didn't; in fact, the response rate for the upside down ad fell off a cliff. We only tried it once.

Numbers are powerful. Only when you examine the numbers will you see past the noise. You'll notice what's working and what's not working. So much of business is about conversations – but the numbers add a sobering element.

My business partners and I have a saying around the office: "The truth is in the results." Even if we think we have a great idea but it bombs on the numbers, the truth is we didn't have such a great idea. For that reason we measure everything we can when we're running campaigns.

We measure the cost per lead, the cost per sale, the number of enquiries, the number of people who unsubscribe, the number of clicks, the percentage of conversions. We test one brochure against another. We test long sales conversations against short ones. If we can measure it, we do measure it.

Most of the time, we don't do a lot with the data while a campaign is still running. We keep track of the

information and keep an eye out for basic insights but we're focussed on executing our plan as best we can during a campaign. The time to investigate is *after* the campaign. That's when we pour over the data and look for insights, look for ways to improve and to learn the truth in the results.

The more insights you can take forward into the next campaign the faster you will grow. You'll strip out the wastage, you'll put more energy behind a winning strategy and you'll feel more confident.

THE DEBRIEF

After we've finished an event or an important campaign day, we pull up a circle of chairs and we debrief. We do this while the events of the day are fresh in our minds.

Everyone in the circle gets a say – volunteers, staff, directors, guest speakers and suppliers. If you're there, you'll get asked to join the circle. We go around and have people answer six questions:

- What would you score our team performance on a scale from 1 to 10 and why?
- What do you think we did well?
- What could we have done better?
- What tools or assets do we wish we had at this event?
- What was a magic moment you noticed?
- Anything else?

This debrief session helps to complete that important event and to capture insights for the future. Our debrief sessions have led to all sorts of improvements and are as important to the process as any other part of the campaign. Repeating mistakes is a tax on your business you don't need to pay.

TIME TO PARTY AND REST

Campaign rollouts can be exhausting mentally, emotionally and physically. They can involve long days, stress, tight deadlines, time-consuming logistics and a lot of moving pieces. It's easy to burn out yourself and your team with a big campaign.

We once ran three massive events back to back over a three-month period and made millions in sales. Everything was a huge success – except the entire team was completely shattered. The week after the whole thing was over, three important people resigned. It caused a real dip in morale and a big hole in the company.

We learned a valuable lesson: if you're going to run big campaigns, everyone needs something to look forward to – a party and some downtime. Both of these are important ingredients. At the end of a campaign, regardless of the result, take time to party as a team and recognise the effort that went into the campaign; some parties will be to celebrate a huge win, some will celebrate the fact you all survived!

Even if you're a small team, find a way to celebrate over a nice dinner and a bottle of bubbly. After the party, make

it a rule that you and your team have scheduled downtime. Even if it's just for a few days, you need to make sure that everyone has an opportunity to switch off – no email, no phone calls, no thinking about work.



The temptation will be to keep working. There are opportunities in your inbox, orders that need to be filled, and calls to return. Forget all of that for a long weekend and go get some fresh air. I promise you that you'll be putting your business at risk if you and your team don't take some time off.

GET READY FOR THE NEXT CAMPAIGN

The real power of campaigning is to roll from campaign to campaign smoothly and to build momentum. You've started with planning, built up interest in your campaign, become

oversubscribed with demand outstripping supply; you've made your sales, delivered excellence, paused to reflect and recharge and now it's time to do it all again.

Throughout the year you might run four big quarterly campaigns or you might run smaller monthly campaigns. The important thing is to roll on to the next campaign so you can apply the learnings, build momentum and stay in flow as a team. It might take time to get the right rhythm that you and your team are happy with but trust that it's worth finding it.

Don't be fooled into thinking one big campaign will set you up for a profitable decade. A successful campaign is great but a single campaign isn't enough to build a long-term business on. Likewise an unsuccessful campaign is a terrible experience; however, it shouldn't sink your business either. The power is in the repetition and improvement of your campaigns as they roll along each year.

Rolling campaigns aren't easy. It would be wonderful if you could just have a great product, make it available and let people rush in to buy it in droves. Without a strategy for staying oversubscribed, business is rarely profitable, and when business isn't profitable it's not fun or sustainable.

It's not easy to run campaigns and get oversubscribed but it's worth it. I've had so many wonderful experiences running campaigns. We've promoted events with celebrities and wildly successful entrepreneurs and leaders. Our campaigns have launched us in Australia, Singapore, the US, the UK and Canada. Campaigns have given us the oomf to

be profitable and scalable even when the economy has been slow or our industry has been saturated.

Activity

What success stories or interesting numbers do you already have available that could be shared with more people?

When will you next run a debriefing session with your team to capture the lessons?

How would you love to celebrate your next successful campaign?

Did you score your business on its campaign readiness? It takes just a few minutes but enables you to know where to put your focus to get the best results. Visit www.dent.global/campaignscorecard.

PART III

You, Your Team And The Times We Live In

GET READY TO SURF THE WAVES

A big wave is about to break, and if you paddle you can surf it for years to come. If you don't, you'll be swept out to sea.

The wave is a phenomenon called *convergent disruption*. It happens when several big trends all take place at once. From 2020 onwards, there are massive trends in technology and demographics that are turning the world on its head.

Digital technology has been hitting the market at warp speed since the year 2000. For many years the technology has been too basic or too buggy to be useful; however, all of that is changing.

Right now the world of business is having breakthroughs in speech recognition and response, automation, robotics, logistics, artificial intelligence, data management, manufacturing and collaborative sharing of resources. A tipping

point has hit where these technologies have gone from being novel to being reliable. Additionally, a lot of technology that operated independently is now integrating with other technology to become seriously disruptive.

Technology facilitates globalisation making it possible for teams to form across vast geographical boundaries. It's not abnormal these days for small companies of fewer than 50 people to have workers in half a dozen locations. Globalisation puts pressure on wages in the West because so many workers globally will compete to perform tasks for lower wages. Highly skilled jobs can be broken into parts using technology and the expert roles can be contracted in only when required.

Technology facilitates de-professionalisation, making it possible for low-skilled people to complete highly technical tasks. A nurse armed with the right technology can now do jobs performed only by specialist doctors in the past. An office junior with basic software can edit a film, gather insights from a large data set, recruit a contractor, organise an international shipment of products and set up an advertising campaign to a highly targeted audience, all before lunch.

Technology facilitates automation. A video on YouTube could replace half of a sales team, an online scorecard could reduce the need for highly trained business analysts, a customer portal could shrink a customer service team, a team of robots could replace three in four manufacturing jobs.

At the same time as technology disruption, we are seeing a massive shift in Western economies due to demographics. The baby boomers (born 1946–1964) who drove Beatlemania are now entering retirement. This massive generation are entering their 70s and shifting from workers to retirees. They are switching from investors to divestors as they sell down assets to fund retirement or semi-retirement. Baby boomers hold more than 65% of all the assets in the economy and will have to find ways to pass these on.

The baby boomers will live healthfully longer than any other generation with many of them living independently into their 90s. This will put enormous strain on government as people over 70 traditionally pay very little tax but draw down considerably on the healthcare and welfare systems.

These big trends in demographics and technology are going to create a huge disruptive wave that will transform the way the economy runs. This wave will divide the population into two groups: the somewherees and the anywherees.

The somewherees are the people who are attached to working in a particular place in a particular way. They are conditioned to work in a fixed place and are uncomfortable with the idea of working for multiple companies in multiple locations for people they've never met personally. The anywherees are completely comfortable working anywhere in the world for any number of clients. The anywherees leverage technology to solve problems using digital assets, they comfortably form teams with people they've never shaken hands

with and they happily sell to customers who don't speak the same language as they do.

Having an anywhere mindset isn't enough though. You must use this moment to paddle like crazy and get onto the surfing side of the wave. If you don't do the work now, you'll get dumped by the wave.

You can't just do things the way you've always done them. Every day you spend doing functional, repeatable work is a day spent falling behind. You have to be working to make your business more scalable, more digital, more fun, more dynamic and more anywhere.

Every campaign you run, every idea you implement, every remarkable product you create and sell, every partnership you forge is time well spent. You need to be creating, storytelling, leading, team building, partnering, deal making, innovating, refining, investing and systemising what you do. You need to be entrepreneurial.

I encourage my clients to treat this time as a critical moment in history. Even if they are doing well, they should still have a sense of urgency to maintain their edge. You must do your best in this critical moment to stay on the surfing side of the big wave of change.

STRUGGLE, LIFESTYLE OR PERFORMANCE?

As we move further beyond the 2020s and the wave of change affects more people, you will notice three types of teams starting to emerge, each playing one of three games.

A struggle game – These people are clinging to the past, getting stuck in fear, refusing to move on and repeating processes that don't work. Businesses or people that are addicted to the struggle, miss the bigger picture because they are too busy working in a way that is set to fail.

Maybe they were successful in the past and they just can't let go of what once worked for them. Maybe they are fearful about the future and they think not changing feels safer than embracing the times we are in. Maybe they try to do everything on their own and end up being busy rather than productive.

Struggling business owners don't become oversubscribed. They just keep doing the stuff that keeps them struggling. They fantasise about some big breakthrough happening to them rather than getting on with creating the breakthrough. They resent change and do not want to deal with any new approaches to winning business. Even when you give them answers, they often seem to stay with the struggle because that's the game with which they are most familiar.

It almost doesn't matter why these people are stuck in the struggle. The most important thing is to recognise it's a struggle and to stop repeating things that don't produce the result. If you are part of a team that resists change, or you see people on your team who are addicted to the struggle, you really must take action to be part of a team that is working together for a common goal. Do whatever you can to avoid people and teams that are destined to struggle; they will pull you down with them.

A lifestyle game – People who are playing the lifestyle game are maximising fun, freedom and flexibility. Heaven for these people is three to four enjoyable days of work a week. These teams stay small, lean and nimble – typically three to 12 people, running a profitable business, earning healthy incomes with a shared passion for what they do. These people can work from anywhere in the world, and they often do.

These businesses and people have seen and embraced that we are living in special times. They know they don't

need to be factory workers (neither white collar nor blue collar). They can make money, have fun, travel and deliver great value to others.

The lifestyle business uses the campaign-driven enterprise method to generate all the clients they want in a short space of time. They often run two to four campaigns per year and enjoy downtime in between.

If you're after lifestyle – fun, freedom and flexibility – then be sure to be on a lifestyle-orientated team or build one yourself. Make sure there's alignment to keep things designed to support that goal.

A high-performance game – These people live and breathe high performance. They are willing to work 50+ hours a week, amass a team of 50+ people, open up in 50+ cities and build their business on a bold mission and a big purpose. They are also interested in earning big money at the expense of work-life balance.

These people have also figured out that we are in exciting times and they want to change their lives, their families' lives, and affect a lot of people. To continue the surfing metaphor, the lifestyle seeker enjoys surfing the fun, smaller waves on a sunny day; the high-performer is heading out in the storm to catch the really big waves.

High-performers use the campaign-driven enterprise method to fill their capacity fast and then reinvest their energy into raising the capacity. They want to be able to affect as many people as they can and they view this method as a faster way to get there. They also use the

campaign-driven enterprise methods to raise funding on the best possible terms. If high performance and big payoff is your jam, be sure to build a team where everyone shares this enthusiasm for focussing on work first, everything else second.

There's nothing wrong with having a high-performance culture that seems exhausting to the outside world if you are clear about it and people know what they are getting themselves into. Some people want balance and that's okay for them; some people want to run headfirst into their work and that's okay for them too if it's clearly advised.

Simply wanting a high-performance business or the financial rewards that come with them isn't relevant, you must keep in mind:

- Not all businesses are meant to be bigger than a lifestyle business. Some campaigns work twice a year but not ten times a year. Some highly profitable micro-niches are big enough to make \$2 million per year but not \$20 million per year in sales.
- Not all people are suited for a high-performance business. Some people don't like the stress of oversubscribing a large capacity. Managing teams of 50+ people requires systems and structures that take the fun out of it for some people, whereas a team of three to 12 people is self-organising and dynamic by comparison.

- The winning strategies that got you to your lifestyle won't necessarily get you into performance (this can require more funding, bigger deals, more people and more strategic legal and accounting requirements).

A lifestyle business might make you happy and a performance business might drive you insane. It's like a person who likes playing club-level tennis thinking they would enjoy playing professionally – chances are they may not want to practise so much and take bigger risks financially in order to get all the way to Wimbledon.

Your goal is to be oversubscribed, not necessarily to be *big*. Use the methods to find the balance that's right for you.

Both lifestyle and performance businesses require you to work with others – a surefire way to struggle is to try and do everything on your own. Whether you're building a lifestyle business with four people or high-performance business of 150, you'll need a team of talented people around you to implement ideas with you. You'll need mentors to guide you and a peer group that inspires you. As such, this next section of the book focusses on the importance of you and your team showing up to play full-out every single day.

THE CAMPAIGN-DRIVEN ENTERPRISE TEAM

Business is complex and it's impossible to do everything on your own. Succeeding beyond the 2020s requires you to be part of a dynamic and aligned team. In order to become oversubscribed, you'll need to assemble this core group of people to take on the challenge of making your business oversubscribed. This will require a campaign-driven enterprise team of at least four people taking on key roles:

- **Key person of influence** – This is someone who is known, liked and trusted in the industry. The person has a powerful network, can make a deal come to fruition, has genuine insights and is commercially successful. The person sets the tone of the culture, defines the vision and embodies the values of the team.

- **Head of sales and marketing** – This person is responsible for generating warm leads, making sales and collecting referrals. The person is focussed on attracting business through well-executed campaigns.
- **Head of operations and products** – This person is responsible for delighting customers. The individual in this role is aiming for every client to love his or her experience so much that he/she refers more clients to the business.
- **Head of finance, logistics and reporting** – This person is on top of the money and the numbers, looking for ways to create efficiencies, provide useful reports to the team and ensure all compliance issues are handled. The person is also responsible for purchasing, logistics and payments.



If you're a small startup hoping to make a splash or working in a large company charged with producing a dynamic result within your division, this little team is a powerful place to start.

WHEN TO RECRUIT YOUR TEAM

As someone who's launched several successful businesses, people often ask me how I began as a sole trader working alone – at what point did I recruit my team? The truth is I've never spent a day in business on my own; every company I've ever started began with a small team covering these roles from day one. In the early days this meant paying people a commission on sales, paying people for a few hours of help each week or asking friends to support me by volunteering at my launch events in exchange for dinner and drinks afterwards. It can be tricky when you are starting to get people to join your team but it's a lot easier than trying to do everything yourself.

Imagine you're off to play a game of football. You understand that it's ultimately a team sport and teams will outperform individuals but you decide to start off alone anyway. You reason that if you run onto the field by yourself and start playing, it will be easier and faster than finding a team. You decide to try and kick a few goals on your own and then after you score some points you'll run off and recruit new players for your team.

Clearly, this plan isn't going to work. You're going to get beaten by the opposing teams. They are faster and better organised and each player is focussed on his or her specialised role. Then, you'll become so exhausted running around doing everything alone there'll be no time to talk to people

about joining your team. You won't be scoring goals but the clock will still be ticking.

It's obvious that no one in their right mind would take this approach to a sport. Yet most people miss this logic and think it's entirely appropriate when building their business. They start a project alone, think they will win some clients by themselves and then hire a team when the money is rolling in. But it doesn't work that way. You get exhausted, fall behind, and you lose business to a team that has been assembled from the start.

You must have a high-performance team at the beginning of any new project. If you've not done this so far, then the time to recruit your team is now.

Many bigger businesses even assume that it's ideal to grow first then recruit, but the team you have today has gotten you this far; to go further, you need more and better players. In bigger companies, it's important to recognise that you have to recruit the new A players first and then the new growth comes.

THE CORE ROLES OF YOUR CAMPAIGN DRIVEN ENTERPRISE TEAM

The entire CDE team has one main goal: become oversubscribed and delight customers. Together the team will work, innovate, adapt and persevere until they meet and maintain that goal.

Let's explore each team member's role in more detail.

ROLE 1: THE KEY PERSON OF INFLUENCE

Every project needs a key person of influence driving it – a leader who's bringing it all together. As discussed previously, people in this role need to be known, liked and trusted within their industry so they can get buy-in from all the other key people who can make a project succeed.

The key person of influence needs to be able to sell the vision. He or she must get the message right and assemble the stakeholders and the team. He or she needs to make the ultimate decisions with the support of the team.

Five core strengths make someone a key person of influence, and like any other skills, anyone can learn and develop these strengths:

- **Pitching** – The ability to clearly communicate your message in a way that influences people to become involved in your projects. You'll need pitching skills to get your team together and to procure funding, partners and sales.
- **Publishing** – The ability to write compelling blogs, articles, reports and content that people can read, relate to and share with others. Being oversubscribed requires you to spread a message, and today that means the message needs to be in print *and* online.
- **Productising** – The ability to turn valuable insights into products (or “productised service offerings”) or innovations that can scale. Hot products are at the centre of every oversubscribed business.

- **Profiling** – The ability to take ideas above the noise and to gain visibility for yourself and your cause. It also means that this key person of influence has an existing profile that he or she can leverage.
- **Partnering** – The ability to form strategic alliances with other valuable people who can make things happen faster.

Nothing really gets done without a key person of influence. You can have systems and products and ideas and resources but it will all sit dormant without a driving force behind it.

Are you willing to be that person? Will you lead the team? Will you put your head above the parapet? If not you, then who? The project needs someone to do this and it's not optional or an extra.

When I started my first business, I was a 22-year-old with no track record. I found an elder statesman of my industry and paid him a percentage of every sale to be the key person of influence for my business. Although this man had retired, simply having his name attached to our business was enough to open the doors we needed opened. It was also highly valuable to have his discerning eye on some of our bigger decisions.

You can't achieve success without a key person of influence involved *somewhere*. If you don't feel ready to play this role yourself, then you need to get someone with influence to do so. You must position yourself as a key person of influence and work alongside other key people of influence in order to become oversubscribed.

These days, there are three layers of branding your business needs in order to really take off:

Product – The brands we associate with a product or service we can buy, for example, Model S

Company – The brands we associate with a company we can buy from, for example, Tesla

Personality – The brands we associate with key people of influence who represent companies and products, for example, Elon Musk

The original conversation on branding started with just product branding. We saw with some of the earliest brands like Coca-Cola, Hoover and Marlboro products that were so strong they built multinational companies on them. These companies shared the same name and brand identity as their product; no one knew or cared who the CEO, founder or inventor was.

The second layer to come along was when companies became more complex and started selling multiple products. The separation of product brands and company brands emerged. McDonald's was known as the *company* that sold *products* like Big Macs, McShakes and Happy Meals. General Electric, 3M and LG started producing many product ranges and had both strong product as well as company brands. People wanted to know who the company was behind the products, but they still didn't expect to know much about the people in the company.

More recently we've seen the emergence of the third type of brand: the key person of influence brand or personality brand. Early adopters like Nike used personality brands like Michael Jordan to sell their product brands such as Air Jordan shoes. We saw Steve Jobs powering Apple's products such as the Mac, iPod and iPad. Richard Branson's much-loved personality powered Virgin's company brand from the music industry into completely new products such as trains, planes and mobile phones.

With the ubiquitous presence of social media, the personality brand is arguably the most powerful brand to drive your business. If people like and trust you, they will buy the things you represent. And as a small business, it is certainly far easier to compete with big businesses by building a personality brand rather than going up against their established product and company brands as an also-ran.

Australia's John Simmonds built Aussie Home Loans from scratch into a multibillion-dollar mortgage provider. The Australian public had grown used to seeing ads for major banks that all looked the same – faceless, clichéd, typical. Then along came Simmonds, staring straight into the camera, talking to you as the founder and CEO of the company and making a direct promise: "At Aussie, we'll save you."

No one in Australia had ever seen the CEO of a bank making promises to them. No one even knew who the CEO of his or her bank was. Simmonds's personality brand captured a lot of business in an industry that was sewn up by some of the world's biggest banks.

Consumers want to know who the face behind the sometimes seemingly faceless business is. They don't just want to know the founder or the CEO; they also want to know about the engineers, the leaders and the people who work in the company at ground level.

Most big companies don't do this yet, which gives small businesses an advantage in building a powerful personality brand. They can easily produce videos, give talks, and write books and blogs. Although they may be small, they can look big online.

A small business will never be able to compete with a big business when it comes to company branding or branding. And although big businesses will get better at building personality brands in the future, this is the place that a small business can outperform the bigger players – at least for the time being. As an additional benefit, a business leader who builds a personality brand will attract opportunities beyond the life of any particular business. Industries may change, but key people of influence keep attracting great deals.

After you've decided upon the key person of influence, you must now recruit the other vital members of your CDE team. Key persons of influence might have some clout but they certainly can't pull off a victory all on their own.

Activity: Complete the Key Person of Influence scorecard at www.keypersonofinfluence.com/scorecard

ROLE 2: HEAD OF SALES AND MARKETING

Great sales and marketing people are worth their weight in gold. Throw them into a networking function and they will walk out with warm leads. Give them some warm leads and they will come back the next day with orders. Give them a list of existing clients and they will produce referrals from them. Three things matter to this person – leads, sales, referrals. Everything else is merely a distraction.

A quality salesperson transforms your campaigns. I would go so far as to say it's impossible to run campaigns profitably without great sales follow-up. When I launched my first company, I was incredibly lucky that my best friend Glen Carlson just so happened to be one of the best salespeople in the world and came to create the business with me. To this day, I've never encountered a better mind for insightful, struggle-free sales strategy.

In those early days, I would focus all my efforts into running powerful campaigns every month and generating a lot of buzz and attraction. Glen would make sure we never let a sale slip through the cracks. He made 50+ calls a day, he followed up with people when he said he would, developed scripts that told our story perfectly and then rehearsed them and delivered them. If I gave him a list of 100 hot leads he would give me back 30+ completed sales. The business grew into a seven-figure enterprise in its first year largely because of Glen's prowess on a sales appointment.

Contrast that with most startups that struggle for their first few years. Most of the time, the founder is the only one selling. Rather than building a great product, constructing an effective campaign or doing a breakthrough partnership,

founders spend their time chasing up sales. Pretty soon they are not effective at sales or growing the business.

There's no point building that awesome landing page or recording that brilliant video if you don't have top salespeople. All of those leads will go cold without someone following them up. Your CDE team needs one person to be accountable for sales and marketing activities.

If you don't have this person, hire someone today. Maybe you'll need to ask the person to do a commission-only trial period to begin with. Give him or her 250 warm leads and see what comes back; a good sales-person will create more money from 250 leads than the cost of hiring and retaining him or her.

Remember, you're not going to succeed as a campaign-driven enterprise without great salespeople. It's unlikely you'll ever become oversubscribed no matter how good your product or how recognised your brand. Remember what we said previously – big brands such as Google, Apple, BMW, Ferrari, HSBC, CitiBank, Virgin, Coca-Cola, Microsoft, Rolex, Omega and Disney all have salespeople and training programmes. They are constantly on the lookout for good sales recruits and they all pay their salespeople healthy incomes. They have the most valuable brands on earth and they still need sales professionals. So does your CDE team.

Marketing tools

Marketing a business is about having access to the right marketing assets. Without these assets you can't expect a person to be able to generate leads for your salespeople.

Your marketing team will need to develop these key assets:

- **Approved copy and images** – Marketing people need to have access to an approved marketing message that is *written down*. They also need access to an image library that represents the brand. Great marketing people can turn this content and imagery into compelling materials but they need you and your company to provide the starting point.
- **Approved content** – The content could include articles, reports, case studies, ideas, recipes, stories, examples, and the like. This could take the form of audio, video or written content. Marketing people can then use this in a hundred different ways to help drive leads.
- **Lead capture systems** – Marketing people will need a system for capturing and storing the data of people who are responsive to the marketing materials. Regardless of whether you use an automated online or an old-school phone system, you need to know who's interested and where they came from.
- **Measurement benchmarks** – Marketing people need to know what an allowable cost per lead, allowable cost per sale and an allowable budget all are for testing ideas. If they don't have these benchmarks, they will either become paralysed by fear or go rogue with overactivity.

Sales tools

We mentioned previously that sales conversations are not merely chit-chat; a salesperson needs tools. To be clear, you need to develop these five sales tools for your salesperson:

- **Scripts** – This should be a scripted conversation plan that a salesperson can rehearse and perfect. Contrary to what you hear, great salespeople *do* use scripts.
- **Brochures** – We live in a digital world, and every company should keep their valuable stuff online. However, there's one important document that has to be in print: your brochure. I don't care if your business is the next Google or Facebook: your salespeople need printed brochures. These documents are the glue that holds face-to-face sales conversations together. The mere act of creating a brochure will get your CDE team aligned to the commercial value of your offering. A good brochure should tell the story of the product, the philosophy behind its creation, the key attributes, the benefits and advantages the product brings. It should talk about the key people who are involved, have case studies and testimonials from users as well as expert opinions and external validation.
- **Diagrams** – Your salespeople need a diagram that visually depicts the value you offer. It should be something they can easily draw on a napkin and something that creates a story about why your business is valuable. In

fact, the diagram should be so simple and powerful that your customers can draw it for *their* friends after seeing it once.

- **Sign-up form** – Your salespeople need a physical and a digital form that they can fill in when they reach an agreement with a client. This form signifies the client details, such as how they intend to pay for their products and services. I've met many salespeople who have won business but not "signed it up" on the spot, only to watch it go cold later that same week. A sign-up form serves as a powerful marker that indicates that all parties have reached an agreement and we are moving forward together.
- **Terms and conditions agreement** – A T&C sheet accompanies a sign-up form and has all the details of what clients are signing up for and the conditions that have been reached. Either party can go back to the term sheet and see exactly what was agreed.

In the same way you can't expect results from a photographer who has no equipment or a dentist who has no instruments, you can't expect a salesperson to deliver the results without these tools.

ROLE 3: HEAD OF OPERATIONS

There's a well known measure that your business needs to know about called *net promoter score* (or NPS for short).

Put simply, it's the score your customers would rate you when asked, "How likely are you to recommend this business to someone like yourself?"

Believe it or not, this one measure is the most highly correlated score for predicting whether your business is going to grow and be profitable. Two-thirds of the top 1,000 companies in the US measure this score to see if they are improving their customer loyalty.

Research from Bain & Co suggests that if the average score is less than 7 out of 10, you've got no chance at growing your business or becoming profitable in the long term. If you score highly, your business has a future.

This is why your head of operations needs to live or die by this number. That person needs to go to bed thinking about it, wake up thinking about it and spend all day doing what he or she can to improve it.

Consider how much this score implies. Scoring well indicates that you targeted the right sort of person, set the right expectations, delivered upon them and then exceeded those expectations with unexpected goodness.

Heads of operations have to police this score. They have to make sure the marketing and sales teams are setting the right expectations, and that customers get what they wanted – and then get some more on top of that. They have to engineer a way of doing all of this using as much automation and systemization as possible.



They need to believe at their core that every dollar saved has the power to further delight their clients and thus improve that score.

Operations people deliver value to customers. They usually aren't the best salespeople, because they easily go into solution mode rather than sales mode. But provided the operations people have paid-up customers to work with, they will be a vital member of the team.

Operations people need to be creative in how to improve the customer loyalty score. There are four areas to focus on here:

- **Build a better product** – A brilliant product will return a great result for the net promoter score. If it solves a problem better than anyone expected, then it's going to be hot. Great ops people will always want to improve the product, and it will never be good enough.

enough for them. If you let them tinker, they will go above and beyond good judgement to make the product better.

- **Build a better system of delivery** – A great product becomes too expensive if the system of delivery is inefficient. The value you offer is the end result; but inefficiency in how you deliver that pushes costs up and passes them along to customers or shareholders. Either way, the business is at risk if the systems are sloppy.
- **Change the target market** – If you try to sell a Ferrari to a family of five, you will have a low net promoter score. The product is world-class, but it's not right for a large family; they would be a lot happier with a sedan. Likewise, if your product is presented to the wrong market, you'll score low on the NPS. The ops person needs to give feedback to the marketing person about the types of people who are loving the product – and those who aren't.
- **Change the expectations** – Expectations are created by marketing and salespeople, product packaging and product delivery or through the client onboarding process. A good ops person is always on the lookout for the expectations that have been set for the clients. The person either needs to deliver upon those expectations or make sure people aren't setting those expectations too high in the first place. For example, if a salesperson is making preposterous claims in order to win a sale, the ops person needs to nip it in the bud.

ROLE 4: HEAD OF FINANCE AND REPORTING

For some strange reason, a lot of people see the finance role as boring, dull or even *optional*. Perhaps some people have been burned by a low performer in this role and they now miss the bigger picture, but the finance and reporting role is there to help steer the campaign towards a profitable result. The right people are on the hunt to unlock cash from the operation. They will actively seek access to investment, loans, grants and discounts. They will establish better terms with suppliers, finding ways to get a bulk discount on extended payment terms with added service.

They know that every dollar they unlock creates a bigger opportunity for the business. They walk tall knowing that they are resourcing the whole team and making the impossible possible. Contrary to what many people seem to think, a great finance person isn't ruining the party; they are making the party possible. They are ahead of the game and looking to find ways to get the cash that's needed. They feed information back to the team about what's working and what's not working. They tell the salespeople that they are just three sales away from hitting a personal best. They tell the key person of influence that a new milestone has been achieved and they can talk about it when doing deals. They communicate to the ops person that they are spending thousands on nonessential printed materials and that a digital solution would save them £754 a month on average.

Great finance and reporting people prepare reports that will attract investment and finance. They can tell the team if

a campaign was profitable on the day that it finished. This person is hands-on, proactive and has the same spark and drive as the rest of the team. And it's critical for the rest of the team to recognise and foster their talent. It's often the case that all the glory goes to the salesperson or the key person of influence. Be sure to celebrate the finance person's achievements, too. High-five them when they cut unnecessary costs. Buy them a bottle of champagne when they secure that overdraft or improve supplier terms.

The finance person should be focussed on these tasks:

- **Fast reporting** – Give the team the information they need to improve the business. Let them know where small costs have added up, inform them of the expense that produces poor results, give them timely indications of a success or a failure.
- **Better supplier terms** – All good finance people know that if suppliers give better terms, a company's cash position improves tremendously. And the difference between 14-day payment terms and 30-day payment terms can be sink or swim for a small business. If a 5% discount can be arranged, that often goes straight to the bottom line.
- **Collections** – There's no point having a pile of order forms on the desk and no money in the bank. The finance person needs to hustle and get those sales paid up fast. Don't let the cash position of the business slip; if people are paying slow, get on the phone and talk that money across the line.

- **Access to finance or investment** – If the campaigns are working, then you must get ready to expand. It's only a matter of time before the team will want to ramp things up and they will need to attract investment, get a loan or unlock a bigger budget in order to do so. It's the finance person's job to make sure they have the supporting documents to make it happen.

A company that runs successful campaigns and stays oversubscribed will have strong players in each of these four roles. They will respect each other and work in alignment to constantly improve the customer experience, increase capacity and oversubscribe that capacity with perfect clients.

CREATING CULTURE FROM THE BEGINNING

To create a high-performing team, you need a high-performance culture. Culture centres on aligning your team to a clear vision, mission and values. I also believe it's important to create maxims or principles that set the direction for how we face the challenges of business as a team.

Dent Global has been awarded by Investors in People as a global leader in building culture. We treat culture as our main long-term strategy for success and we embed our vision, mission, values and maxims in every team player we hire.

A vision should answer the question of what winning looks like. Dent Global's vision is "to develop entrepreneurs

who stand out, scale up and make a positive impact in the world – aligned to the UN Global Goals.” Our mission is to “create high-performing environments where entrepreneurs’ success is accelerated.” This is a good example of what winning looks like because it doesn’t end.

Our values are “be brave, have fun, make a dent.”

Additionally we have these seven maxims:

- **You get what you pitch for and you’re always pitching –** Words have power. You can speak into existence almost any outcome. Be careful what you talk about, good or bad, because you could be pitching in into existence.
- **Influence comes from output –** Influence isn’t something that comes from being cool or using manipulative techniques; rather, it comes from prolific output at a high standard. Sharpen ideas in your market, not in your mind.
- **Income follows assets –** Assets are anything that would be valuable tomorrow if the team was hit by a bus today. A brochure, a system, a video, a training document and a sales script are all examples of assets. Your job is to create assets and then use them to their fullest.
- **We get famous from the results of our clients –** You aren’t trying to put yourselves in the spotlight; instead, you’re looking for ways to showcase your clients’ success stories and let their results speak for you.
- **We are in partnership with everyone who touches our business –** Act out of a deep care and respect for the

needs and wants of the people with whom our business comes into contact. Think of everyone as a partner in our success and we as a partner in *their* success.

- **Prolific beats perfect** – No company is perfect; everyone makes mistakes. Keep moving forward and keep making your business better. We don't need to be perfect; directionally accurate moves are better than procrastination.
- **Innovation never ends** – Top companies spend 5% to 15% of their revenues on research, training and development. Stagnant companies avoid innovation, training, development and research because of what they perceive it costs. You invest in innovation and it doesn't stop.

These maxims set a tone and help to plant the seeds of a high-performance culture. Feel free to borrow them or to create your own.

Action Step: Connecting with other teams is fun and accelerates your learning. Join the Oversubscribed Facebook group to connect with others and see real examples of what others are doing – www.facebook.com/groups/oversubscribed.

YOU'RE READY; LET'S GO!

You only need to start with this small team of four people who have an aligned vision to become oversubscribed to run successful campaigns. You'll need to apply the principles we

talked about at the beginning of this book and work the campaign-driven enterprise method.

Keep improving. Keep getting creative. Keep having fun. Most of all, keep your eye on the prize.

Business isn't *inherently* fun. A lot of people experience pain, humiliation, heartbreak and despair as a result of being in business. It can be lonely, frustrating and can suck the life out of you as it drags on over the years.

The dream people are sold is that business is a barrel of laughs. Being an entrepreneur is a path to freedom and adventure. I can tell you that most business people I meet aren't living the dream. But the successful ones I know have something in common: they are oversubscribed.

They have more opportunities than they know what to do with. They have more customers than they can handle. They have investors lining up. They can pick and choose their next adventure with all the options open. They enjoy the stress of being spoilt for choice rather than being out of options.

Being oversubscribed is the gateway to enjoying business. Get yourself into that position and surf the wave.

I want to hear your story. I want to know what you did with this material. I'd love to see your results, check out your campaigns and meet your CDE team. I want to hear about how you live differently after being oversubscribed.

Most of all, I challenge you to really make something big of yourself and your business. Don't just do this stuff for the

money; do it for a deeper reason, to make a difference and to give back.

During the industrial revolution, an entrepreneur solved problems related to consumption. People had so many unmet needs for food, shelter, clothing, finance, transport and communications. The people who met these needs amassed great wealth during this time. In that age, entrepreneurs who could get people to consume would be rewarded with a life few people could dream of and wealth beyond measure.

We now live in a world where most people in the West have *too much* stuff. We have so much food, clothing, shelter, transport, communications and finance that we're overloaded! The only unmet need people seem to have nowadays is for more storage. And these possessions don't even make us happy anymore; in fact, many people fantasize about living lighter. I know millionaires who are perfectly happy living most of their lives with only two suitcases!

It's my belief that the most successful entrepreneurs in the future will solve problems of contribution. They will create ways for people to give more. In much of the Western world, people aren't crying out for more stuff, they are craving more meaning. They want to do important things more than own pointless gadgets.

My business really took off when we focussed on helping people to develop and achieve a deeper personal mission. We have built our business on developing entrepreneurs who stand out, scale up and make an impact in the world because of what they create not what they consume.

I believe the entrepreneurs who can unlock the value of contribution will be rewarded greatly now and in the future. These are the individuals who will have influence, travel, adventure and wealth beyond measure. They will be the ones who look back at their life with a smile on their face rather than the pain of regret.

Redefine what entrepreneurship means to you. Rather than focussing on creating new things for people to buy, make it about creating new things for people to get involved in and contribute to. Use what you've learned in this book to make the most of your time here on Earth.

We only get a few trips around the sun. On average, you'll get about 80; maybe if you're lucky you'll get 100. Some people are given a lot less. We really don't know how many more we will get for sure. Many people worry about making an impact in that time or about their legacy.

But really, no one ever gets to know their legacy. No one can plan it, orchestrate it or claim theirs is better or more impactful than anyone else.

Vincent Van Gogh went to his grave believing he was nothing more than a madman and a failed artist. He will never know that his gallery in Amsterdam is one of the most visited in the world or that his art hangs in the National Gallery alongside da Vinci.

Dr Erasmus Darwin was a great inventor, doctor and humanitarian. He never would have believed that his greatest achievements were his own and never would have known that his grandson Charles would advance his basic theories

on the idea of evolution and write a book that would change the way we see ourselves as a species.

The mother and father of scientist Marie Curie made enormous sacrifices so that their daughter might go to university. They would never know that she would win two Nobel Prizes for her work in physics and chemistry and affect billions of lives. If you asked them whether all the hard work and sacrifice was worth it, they may have harboured doubts.

But no matter what their legacy, every person plays an important role on this planet. We must view all success in a broader context rather than in isolation. If humanity is a rich tapestry, some people are on show and are an obvious feature on that tapestry. However, their very existence depends on every other thread that is weaving the masterpiece in place.

There are people in my life who influenced me greatly and have no idea just how much they did. I also know that many of them are not known or famous in any way; some of them don't even know who I am. But I was influenced by their books or their talks. I hope that my work is having a positive impact in ways I'm not aware of.

Sometimes being a good friend, sending a thoughtful letter, showing compassion to a stranger or sharing an authentic moment can spark a chain of events that affect the world. Sometimes you find something that moves you so much you want to create big change in the world and you want to structure your actions to maximise impact.

CAMPAIGNING FOR CHANGE

Every time the world changes, it's because of a campaign. The human rights movement was a campaign for change. The abolition of slavery was a campaign for change. The suffragette movement was a campaign for change. So many of the rights and privileges we now take for granted started out as campaigns for change.

These campaigns took planning. These campaigners started small, warming people up to an idea, collecting signals that people were behind the movements. Then there came a tipping point in each campaign when enough people believed in the cause that it turned into a movement. Slowly at first then all at once things shifted. Some people shifted quickly and some needed convincing. After the transformation had happened, there were celebrations and stories, some of which we still celebrate today.

Campaigning isn't just about selling gadgets or getting people lined up at a restaurant. You can use the same tools to move the world in the right direction. Despite centuries of progress, we aren't out of the woods yet. If anything, we need to coordinate people more now than ever before.

We need to campaign for clean drinking water for everyone. We need to campaign for the environment. We need more to be done to stop the spread of plastics into the oceans. We need to end poverty and to ensure every child gets an education. The real work for the decades ahead is far more meaningful and rewarding than the work of selling more stuff.

My hope is that you will be inspired to use your entrepreneurial talents for more than just a healthy balance sheet. I want you to use your business as a force for good in the world, to use your business to drive a campaign to make a positive impact. Perhaps every time you sign on a new customer, you package in a school uniform for a child who needs it. Maybe every time you sell a product, it's linked to a fund-raiser that supports cleaning up your community parks. Maybe you take your team to celebrate their wins by volunteering at a homeless shelter. Maybe you donate some of your company's services to a charity that would benefit from the support.

There's a thousand ways to use your business for good and a thousand ways it will pay dividends beyond your wildest expectations. I know from experience that businesses that think this way are more successful. This approach brings out the best in your people, your customers and your community. If millions of businesses each make a small Dent in the universe, we might be able to create a sustainable planet that works for everyone.

My challenge to you is to put down this book and to go make the most of your few trips around the sun.

Being oversubscribed isn't a marketing exercise for me. It's about playing full out so that I can affect the most number of people and I can create something special.

I don't want you to be oversubscribed so you make a little bit of extra money or shave off a little bit of spare time.

My vision is that you use the ideas in this book to make a difference in your life and in the lives of others.

When I'm writing, I imagine you putting down this book and going off to create something astonishing. I imagine some of these chapters calling you to create your very best work.

Our lives are barely a second in the grand scheme of things. Yet in that time we are afforded an opportunity to do the best we can with what we have and trust the process that something good will come of it all. In any case, if you go out to create something of value you will barely fathom the ways you affect the world just by being here for those precious few laps around the sun.

Is it silly to think about such lofty ideas? It's pointless unless we begin something. The way to get started is a campaign that drives more than just your enterprise.

ONE LAST THING: THE CHAPTER I WRESTLED WITH

There's a chapter in this book that almost didn't make it in. Not because it wasn't good enough but because I felt cautious to give it away so broadly. It's an idea that has made me a lot of money and saved me a lot of time. Before I knew this particular idea, I lost a fortune in time, effort and income. Most people don't know this idea and I can see them struggle as a result.

I almost didn't put this chapter in the book. I'm usually very open when it comes to sharing ideas; however, I know how long and hard I worked for it and I would hate for it to be devalued.

As with any idea, you can only unleash its value through implementation. You might have recognised the power of this simple idea, but if you don't do anything with it, it's completely worthless to you. I would have shared it for nothing.

I hope you know exactly which chapter I'm talking about and you're already acting upon it. Sadly, you might have missed it. You could have skimmed right over it and not even realised what a gem it was. That too would be unfortunate for us both.

I'm not going to say which chapter I wrestled with. I'm going to leave it for you to discover on your own and then to let me know when you know it for sure (tweet me your thoughts – @danielpriestley, or share your insights in the Oversubscribed Facebook group – www.facebook.com/groups/oversubscribed).

If you reread the book, you might spot it. You might suddenly sit up and think "Now that idea would be transformational for my business!"

My challenge to you when you know it is to do something with it. Don't let it slip away. Don't bury it in your thoughts; go and act on it right away.

If indeed you've found the chapter, you'll have saved yourself a fortune in trial and error. You'll be on your way to making more money, having more fun and being more in control of your business and your future.

I hope you find it and put it to work.

ACKNOWLEDGEMENTS

I'm a lucky man – oversubscribed with wonderful mentors, supporters, investors, partners, friends and family.

I'd especially like to thank my business partner and best friend Glen Carlson and our exceptional team at Dent Global. Most of the stories in the book are possible only because of their dedication and brilliance.

A special acknowledgement to the dynamic global team of leaders and investors at Dent Global: Donna Antoinette, Richard Burch, Andy Banjanin, Tom Banjanin, Mike and Alma Clarke, Oona Collins, Krizia Cureg, Sam Elam, Joe Gregory, Jeremy Harbour, Steven Harbour, Lucy McCarraher, Steven Oddy, Justine Priestley, Mike Reid and Keiron Sparrowhawk.

I'd also like to thank the entire Dent community around the world for providing an ongoing dose of inspiration and energy that seems to get stronger every day. I'd like to thank my private clients for trusting me to help them surf the waves and navigate their businesses to new places; I glean my greatest insights working up close with dynamic, fast-growth business.

Thank you to my parents for their ongoing support and especially to my father, Andrew, for bringing my books to life with brilliant cartoons.

A very special thank-you to my perfect partner in life and creativity, Aléna; our family is my deepest inspiration.

ABOUT THE AUTHOR

Daniel Priestley is a best-selling author and award-winning entrepreneur. He is the cofounder and CEO of Dent Global, a leading entrepreneur accelerator with clients in the UK, US, Australia, Singapore and Canada.

Dent's vision is to align entrepreneurial teams to solve the world's most meaningful problems, outlined in the UN Global Goals. Dent's mission is to develop entrepreneurs who stand out, scale up and make a positive impact in the world.

Daniel founded his first company in 2002 in Australia, at the age of 21. Before 30, he had grown an intentional business turning over several million dollars and released his first book, which became a best-seller.

Daniel's entrepreneurial career has included starting, building, buying, financing and selling businesses. He's now regarded as one of the world's top professional speakers and advisors on business and entrepreneurship.

He is well known for making a product oversubscribed, having run international campaigns and product launches for his own businesses and assisting with the growth of hundreds of entrepreneurial ventures through his accelerator programmes. He's also been involved in raising millions of dollars in growth capital for early-stage companies and taking his private clients to new heights.

Today, Daniel lives in London with his wife and three children. He is an active fund-raiser and advisor for charities. Daniel is also the author of *Entrepreneur Revolution*, *Key Person of Influence* and *24Assets*.

You can stay in touch with Daniel Priestley through social media (@danielpriestley) or by dropping an email to daniel.priestley@dent.global.

THE
OVERSUBSCRIBED
WORKSHOP

Ready to apply what you've read here...?

Every year Daniel runs a number of two-day workshops, offering intensive coaching on the Oversubscribed principles and becoming a Campaign Driven Enterprise. He is also a guest speaker at conferences and events for growing businesses.

So if you are truly determined to get your customers lining up then email **oversubscribed@dent.global** to find out more.



PLUS.....

If you liked this book, please take the time to review it on Amazon.

Send a link or a screenshot of a review or blog post you've written that features this book to us at **reviews@dent.global**, and we will send you a thank-you and a complimentary ticket to an event by Daniel's company Dent Global.

To see what's coming up, visit
www.dent.global/events.

Thanks for reading **OVERSUBSCRIBED**.

THE **CAMPAIGN** SCORECARD

Want to score your ability to create market buzz and become oversubscribed within your industry?

Our new Campaign Scorecard holds 40 questions around planning campaigns, launching them, building the market, following up with potential sales, becoming oversubscribed, celebrating the wins and innovating on your products.

You'll get a personalised report on the 6 key phases of running a campaign and how you can improve them. It's a great complimentary tool to learn more about your strengths and weaknesses around running campaigns and your capability to become oversubscribed.

To take the Campaign Scorecard, visit

<http://campaignscorecard.dent.global>



**For a preview of Daniel Priestley's
Entrepreneur Revolution, please
read on...**

CHAPTER 1

THE ENTREPRENEUR REVOLUTION IS HAPPENING

The word “revolution” gets bandied about an awful lot. I’ve heard soft drinks being described as “a revolution.” I’ve seen car commercials portraying their latest model as “revolutionary.”

So I forgive you if you rolled your eyes when you read the title of this book for the first time.

I want you to know, however, that I haven’t used the word lightly. I use the word “revolution” with all the gravity and reverence that I can muster.

What’s about to take place is a revolution. Everything as you know it will change in the coming years.

The nature of work, lifestyle and wealth is all about to change.

Before we look forward, however, let’s look backwards at the last revolution.

Let’s begin at the agricultural age. If you went back 250 years in a time machine, the chances are the first person you

would meet would be a farmer. The agricultural age was defined by the fact that most people worked the land.

Then came a technological breakthrough. The steam engine, fossil fuels and machinery.

One tractor could do the work of 100 men in the field. One textile factory could make all the suits for a city at a fraction of the cost of a tailor.

The technology changed things. You couldn't fight it, you couldn't avoid it, it was a revolution.

If you took your time machine back any time between about 1850 and the year 2000, there's a lot less chance you would meet a single farmer, even if you tried. You would meet factory workers.

In the early part of the revolution, you would see people who worked on machines making products. They were "blue collar" factory workers. If you went back to the late 1900s you would find people working on the new machines – computers – making data. These were "white collar" factory workers.



Regardless of the colour of their collar, their labour is repetitive. They sit at their work station and they repeat

their tasks for hours on end until the day is over. This is just how it is for most people who live in the industrial age.

I believe that we are at the dawn of a new age. We are leaving the Industrial Revolution and we are entering the “Entrepreneur Revolution.”

This means, quite simply, if you took your time machine forward to any time in the next 100 years you would most likely meet people who work in small businesses in an “entrepreneurial team.”

Why do I believe this?

Once again, it’s technology that has changed things. It’s technology that has robbed the big factories of their awesome competitive advantage and given an edge to small businesses.

Technology has made it possible for any small business to find a market globally, to access factories, to build a brand, to be open for business 24/7 and to innovate.

Small businesses can do almost all the things big businesses can do; and they can do something more.

A small business has spirit. It has a team of people who care, they know their customers, they love what they do, they respond faster, there’s less red tape, the workplace is more fun and everyone gets to have a say.

SMALL BUSINESSES CAN MAKE A DIFFERENCE

When a company has less than 150 staff, everyone tends to know everyone else. There’s a buzz and an excitement. There’s a tribal feeling that often gets lost in big corporations.

When the founder of the business is involved in the operations, there's magic. Rarely is this magic scalable for big business.

For these reasons and more, top performers are going to quit their jobs and start businesses. They are going to take with them the other top performers.

These entrepreneurial teams will be faster, more cost effective, more nimble, more responsive and more profitable.

So, if the technology has created a revolution, let's take a quick look at how this revolution got started and when it's likely to take off.

In the late 1800s the telephone was invented, but it wasn't until the 1920s that it took off. It made it feasible for businesses to have multiple local locations.

In the 1920s commercial air travel was born, but it wasn't until the 1950s that it was popularized. Once again, a 20–30 year lag time before the systemic changes arrived. Once air travel was widely available, we saw the birth of national and international companies.

In the 1930s, along came TV. However, most people believe it was a 1950s phenomenon; again a 20-year lag time. Television gave birth to the brand. Whoever dominated the airwaves dominated people's spending habits.

Jump forward to the late 1960s and you will see the first computers. It wasn't until the 1980s, however, that computers were being purchased by a significant number of businesses or individuals.

You might not have spotted it right away but, if you looked closely, in the 1980s and 1990s people were beginning to use their computers in home-based business.

These home-based businesses might have been tiny, but they didn't necessarily appear so. For the first time in over 100 years, small businesses could be just as competitive as large businesses.

In 1989, Tim Berners-Lee came up with the world wide web and the internet was born. Again, it took close to 20 years for the majority to adopt it, and I was surprised to discover that, even in 2010, over 20% of people in the UK still didn't have broadband internet connection at home.

In 1998, Google made the whole web searchable. Anything you want, anyone you need, any question you have, all discovered in a matter of seconds.

In 2004, social media was born, democratizing information in a way that enabled people who shared common interests to find each other and share ideas as never before.

In 2008, cloud computing was born, giving rise to the "virtual business." Staff and customers can be anywhere in the world and the business is exactly the same. Work can be done from home, teams can be spaced out globally and no one cares.

Twenty to thirty years. That's the lag time for business to really catch on.

We're just seeing the effects of the internet in 2010. We'll probably see the true effects of Google around 2020,

and the impact of the social web and cloud computing in 2030 and beyond.

We don't need to wait though; we know what's going to happen.

All of this technology can make a small business look big. It makes micro-niches accessible. It levels the playing field.

So, let's be honest. Where would you rather work? Would you like to work in a soulless company that cares only about its balance sheet and treats you like a number? Or, instead, would you like to be part of a small, dynamic team of creative people who are servicing the needs of a niche you feel passionate about?

An entrepreneur is not just the founder of the business. In my opinion, founders get too much credit. An entrepreneur is someone who makes valuable things happen and who takes full responsibility for their success or failure.

In that context, high-performing entrepreneurial teams can only exist because the "entrepreneurship" is shared by the leaders, managers and team members and not just the person who started the business entity.

Your goal in the Entrepreneur Revolution is to create value, to take on meaningful work and to care deeply about what you are involved in.

Would you like to work for a company that says "We can't spend shareholders' money on community projects and we can't waste money on buying ethically produced inputs"?

Or would you like to work for a company that says, “We care. End of story. If we can make a positive impact, it’s more important than squeezing out every last cent of profit.”

Chances are, if you are a top performer, you want to work somewhere that you are recognized and where you feel that the work you do makes a difference.

If you’re an entrepreneur, then this is your time. Never in history has there been a better time for you to start and grow a business, that brings excitement to the workplace and makes an inspiring difference to the world.

And so the Entrepreneur Revolution will take place. There’s no point fighting it. It’s happening.

This book is designed to help you to transition out of the old and into the new. It’s designed to get you ahead of the curve, seeing the future and making the most of it.

Just like the farmers had to change the way they viewed the world or they would end up as factory fodder, we too must change. We must develop a more entrepreneurial nature.

We must wake up the part of ourselves that is OK with change, that loves a challenge, that takes responsibility and that cares.

We must cease being “factory workers” and start being entrepreneurs.

INDEX

- 4PC 30
7-11-4 principle 33–4
building desire 173–6
80-20 rule 173
- actors in the US 23–4
ads/advertising 169
customised/hyper-targeted 100,
103–4, 105
Facebook 102, 104, 183
food ads, Chipotle 156
magazine 38, 182, 234–5
newspaper 101, 236–7
presidential campaign 99
search engine home page 114
spending on 183
testing of 102–3
traditional 111–12
- Amazon
artificial intelligence, future
use of 102
convenience of buying from 49
daily book deals 201–2
annual campaigns 128–9
the 'anywheres' 247–8
- Apple
MacWorld conferences 191
signalling of capacity 191–2
staged release of iPhones 199
'Think Different' campaign 157
training of salespeople 206
versus Blackberry, smartphones
92–3
versus Samsung, digital
watches 37–9
- artificial intelligence (AI) 101–2
aspirational customers 146
assets
income following creation of 275
investing in 51
mobile and media 170–1
auction examples 9–11, 17
audience, educating and entertaining
172–3
automation, technology 50, 224, 246
- baby boomers 247
Bali retreats 212–13
bargains, powerful appeal of 201, 229
Beatles' albums, special
editions 199–200
- benchmarks 266
big message campaigns 128–9
Blackberry, winning formula 92–3
BMW 179
bonding, three ways of 32–3
Boucher & Co., furniture design 145
Boucher, David 145
boutique firms 3, 118–19, 127
brain, hard-wired to connect with
people 32–4, 117–18
- brands/branding
buyers as brand ambassadors 61
innovation 47
personalities driving
116–20, 261–2
three layers 261–2
- Branson, Richard 69, 116–17, 262
- breakthroughs, technological 245–6
- Bremont watches 232–5
- brochures, sales tool 267
- build-up *see* signals (of interest)
- buying decisions, warming people
up 163–84
- buying environment, providing the
right conditions 53–5
- Cambridge Analytica 99
campaign-driven enterprise (CDE)
team 255–6
- change campaigns 281–3
- core roles of 258–74
head of operations 268–74
head of sales and
marketing 264–8
key person of influence
259–63
- high-performance culture 274–6
- readiness to become oversubscribed
276–80
- recruitment 257–8

- campaign-driven enterprises 123–6
 - celebrate results 132
 - delivery phase 132
 - finding a balance 130–1
 - planning phase 131
 - release of product/service 132
 - sales follow-through 132
 - six steps 131–4
 - build-up phase 131–2
 - celebrate success 132
 - delivery phase 132
 - planning phase 131
 - release of product/service 132
 - sales follow-through 132
 - strategic planning 126–9
- campaign planning 137–8
 - campaign theme, creating 155–8
 - campaign time line 159–62
 - capacity 152–4
 - clients versus customers 147–9
 - finding a market 144–6
 - perfect clients 138–44
 - reality, focussing on 149–51
 - schedule 153–5
- capacity 137–8
 - being constantly aware of 154–5
 - and finding your market 144–6
 - making transparent 190–2
 - not exceeding 221–4
 - the real number 152–3
 - sufficiently oversubscribing 188–90
 - to delight 142–4
- Carlson, Glen 264
- CDE teams *see* campaign-driven enterprise teams
- celebration
 - of campaign successes 132, 231, 239–40
 - of existing clients 60–1
- celebrities 31
 - endorsements 47, 65, 177
 - Oprah Winfrey 83–4
 - US actors, creating their own market 23–4
- Chanel handbags 56–8
- change, campaigning for 281–3
- charity: water 65
- Chipotle, campaign theme 156
- clean water in Africa, charity providing 164–5
- Cleese, John 198
- client selection process 195–6
- client success stories, sharing 61
- clients versus customers 147–9
- cold signals 188
- collections, finance role 273
- commitments
 - asking people to signal interest 166–7
 - breaking big into small 90–2
- company brands 261
- components, selling 88
- conditions, creating your own 53–6
- confidence, “with-or-without you energy” 213–14
- connecting with people 32
 - building desire using the 7-11-4 rule 173–5
 - personal brands 117–18
- consumption, historical view 278
- content, marketing 263–6
- content online *see* online content
- contrarian ideas 79–81
- contribution, solving
 - problems of 278–9
- convenience (less friction) 43–4, 49–50
- convergent disruption 245
- Cook, Tim 38, 191
- core offering 149, 178–9
- cosmetic surgery 18
- cosmetics industry 25
- costs, methods of reducing 51
- culture, high-performing 274–6
- Curie, Marie 280
- customers versus clients 147–9
- cycles in the economy 20
- Darwin, Charles 279–80
- Darwin, Dr. Erasmus 279–80
- dashboards 207–8
- data
 - helping to target your market 102–4
 - and lead generation 169
- data analytics 99
- data capture systems, marketing 266
- de-professionalisation, technology facilitating 246
- deals 201–2
- debrief session following events 238–9

- decision making, 7–11–4 rule 173–4
delighting your clients 149–51
 capacity for 152–3
 role of operations head 256
delivery, positively remarkable *see*
 remarkable delivery
delivery system, improving 271
demand and supply tension 15
 being sufficiently oversubscribed
 188–90
 building 168–9
 maintaining energy of 196–202
 measuring interest 185–8
 selecting clients 195–6
 transparency of 54–5, 190–5
demographic changes 247
Dent Global, vision and
 maxims 274–6
designer handbags 56–8
desperation (to make a sale) 58, 214
diagrams, sales tool 267
digital content *see* online content
discounts/discounting 39,
 201, 229, 272
disruptive technology 245–6
distribution 49
dominant values 109–10
down energy 220
- economic cycles 20
ecosystem of products and services
 83
 creating value, not any one thing on
 its own 83–5
 ideas and information, sharing
 freely 86–8
 implementation work, charging
 for 87–90
 innovating 92–5
 proceeding by small steps 90–2
educating people, build-up
 phase 172–3
election campaigns, US 97–100
emotions
 driving purchasing decisions
 219–20
 emotional benefits, Rolex
 watches 140
 emotional connections, developing
 bonds 32, 174
 wants versus needs 63
- energy
 up, down or sideways 219–21
 “with-or-without you” 213–14
energy management 196–7
 price rises and time limits 201–2
 special/limited editions 199–200
 staged release 198–9
English, Giles, Bremont 232
entertaining people, build-up
 phase 172–3
Entrepreneur
 Revolution(Priestly) 201
entrepreneurs
 Dent Global’s vision of 274–6
 during the industrial revolution
 278
 not using IT efficiently 225
 solving problems of contribution
 279
environmentalists 69
Evans, Pete, celebrity chef 67–8
exclusivity 27, 30, 73
existing vs prospective customers,
 spending money on 60, 113
expectations, changing 271
experience is relative to price 228–30
“expression of interest” forms 90–1
- Facebook
 advertising spend 183
 campaigns 194–5
 loophole in 99
 promoting events on 54
 WhatsApp purchase 16
failures, allowing 70–3
fame 31–4
 from clients’ success stories
 61, 275
famous actors in the US, creating their
 own market 23–4
Federer, Roger 47–8, 95
Ferrari 16, 62–3
finance
 fast access to 273–4
 raising 90–2
finance, logistics and reporting head
 256, 272–3
financial market trading 79–81
follow-up *see* sales follow-through
food philosophy, Pete Evans 67–8
furniture business 145

- Galeries Lafayette 56
 games teams play
 high-performance 251–3
 lifestyle 250–1
 struggle 249–50
 Gardner, Rob 118–19
 Glastonbury Music Festival, ticket selling 163–5
 globalisation and technology 246
 Google
 advertising spend on 183
 job applicants 74
 money making strategy 114–15
 reviews and reputation 120–2, 216
 rival bidder for WhatsApp 17
 trained salespeople 206, 265
 Zero Moments of Truth (ZMOT) 32, 177
 Granger & Co, restaurant 77–8
 Graystone, Jason 79–80

 handbags, designer 56–7
 happy customers, campaign planning 138–44, 148
 Harley-Davidson 61
 Harrison, Scott 65
 Harvard University, maintaining high standards 181
 health and fitness businesses 64, 133
 healthy food 67–8
 high-performance business/culture 85, 119, 251–3, 274–6
 high-value products and services, underlying drivers associated with 139–41
 hot signals 187
 HSBC 178–9
 hustle 198
 hyper-targeting 100–2

 ideas
 big message campaign 128–9
 contrarian 79–81
 and profiling 260
 sharing freely 86–8
 images
 marketing, approved 265–6
 posting on social media 171, 227

 implementation 86–90
 industry booms 20
 influence
 from prolific high standard output 275
 key person of influence 259–63
 Influence Scorecard, Dent 104
 information
 better market information 50
 drop in value of 86–7
 overload 86, 88
 sharing freely 87
 innovation 231, 276
 campaign debrief 238–9
 driver of market imbalances 43, 46–7
 of ecosystem to support your winning formula 92–5
 hidden stories 235–6
 results from advertising campaigns 236–8
 telling your stories 232–5
 three main types of 45–7
 Instagram 224
 interactions and trust-building 32–3, 174, 177
 interest
 measuring 185–8
 signalling 163–7
 investment
 access to 274
 and cost reduction 51
 in existing customers 113
 via “expressions of interest” 90–1
 iPhone, Apple
 launch of 76
 release of new 191
 versus Blackberry 92–3
 IT (information technology) *see* technology

 Jenner, Kylie, youngest billionaire 25
 job applicants, Google 74
 Jobs, Steve 76–7, 157
 iPhone launch 76–7
 “Think Different” campaign, Apple 157
 joint ventures 168
 Jordan, Michael 157, 259–63

- Kennedy, John F., televised debate 98
key person of influence 255
 role of 259–63
“Key Person of Influence”
 programme 46
Keys, Alicia 92–3
- LAPS (leads, appointments, presentations and sales) 207–8
- lead capture systems, marketing tool 266
- lead generation, five main approaches 168–9
- LEGO 94–5
- life coaching 27–30
- lifestyle businesses 250–1, 253
- limited editions 197, 199–200
- Litvin, Rich 27–31
- Lloyd Webber, Andrew 51
- locations and building trust 33, 174
- Lucas, George 46
- Lululemon, yoga apparel 87–8
- market
 finding your market 144–6
 oversubscribed positions 43–4
market building your own 20, 23–6
 being famous for a few people 31–6
 life coach Rich Litvin 27–31
market “friction”, reducing 49–50
- marketing budget, replacing with remarkable budget 111–13
- marketing message, approved/
 written down 266
- marketing tools 265
- mattress business 179–80
- McDonald’s, company brands 261
- media
 adding transparency 191
 mobile phone 170–1
 see also social media
- messages
 campaign 128–9, 131
 marketing 265–6
 using data to target 102–4
 ways of getting across to consumers 97–100
- Michalewicz, Matthew, entrepreneur 90–1
- micro-campaigns 127, 130, 131
- micro-decisions 40
- mobile devices
 media campaigning using 170–1
 see also smartphones; smartwatches
- monetization of home page, search engines 114–15
- Monty Python 198
- “moving the free-line” 115–16
- Musk, Elon 69
- naming your terms of business 180–1
- needs versus wants 62–6
- negative reviews 120–2
- net promoter score (NPS)
 268, 270, 271
- Netflix 74
- nightclubs, exclusive 59, 73
- Nike 124, 154, 262
- Nikki Beach Nightclub, Mallorca 59–60
- Nixon, Richard, televised debate 98
- non-buyers, concentration on by most businesses 60
- NPS (net promoter score)
 268, 270, 271
- Obama, Barack, social media use 99
- online content
 being content-binge-ready 35–6
 and cool signalling 188, 189
 providing free 84, 115–16
 reviews 120–2
 seven-hour rule 177
 versus books for information 87
- online scorecards 104, 105, 246
- online signalling 194–5
- operations head 256
- and net promoter score (NPS) 268–70
 ways of improving 270–1
- overconsumption, Western world 278
- oversubscribed release 132, 185
- capacity, make sufficiently oversubscribed 188–90
- managing energy 196–202
- measuring interest 185–8
- selecting your client 195–6
- transparency of demand-and-supply tension 190–5

- packaged solutions, selling 108
 partnerships/partnering 168, 260, 275–6
 payment terms, suppliers 273
Peggy Porschen bakery, Chelsea 226–7
Penn and Teller magicians 219
 perfect clients 138–9
 personality brands 262
 building remarkable 116–20
 philosophy, power of 67–70
 pitching skills 259, 275
 planning of campaigns 131
 see also campaign planning
 plastic surgery, California 18–19
Porsche 911 design 94
 positive reviews 121, 216–17, 220
 pre-sold 204
 preparing for next campaign 240–2
 presentations, rehearsing 211
 presidential election campaigns, US 97–100
 price
 driver of market imbalances 44, 50–2
 promotions 201–2
 relative to experience 228–9
 pricing structure 201–2
 problem solving in a remarkable way 106–8
 product brands 261, 262
 product improvement 270–1
 product innovation 46
 product-for-prospects 148
 marketing of 178–80
 productising 259
 professionalism 210–11
 profiling 260
 profit 13–16
 from being oversubscribed 18–21
 from *not* making money 114–16
 and running campaigns 241
 prolific versus perfection 276
 property investment 149–51
 publishing 259
- quality and quantity of signalled interest 186
 quarterly campaigns 127–8
- radio versus TV, US presidential debates 98–9
 rapport 209
- reality, getting a grip on 149–51
 recommendations 169, 217
 recruiting of your team 257–8
Redington 118–19
 referrals
 from existing clients 264
 from happy customers 169
 relationship with buyers, building 43, 47–8
 release of product or service
 making people wait 76–9
 signalling 163–6
 see also oversubscribed release
 remarkable budget, replacing your marketing budget 111–13
 remarkable delivery 132, 216–17
 energy up, down or sideways 219–21
 experience is relative to
 price 228–9
 remarkable audit 217–18
 setting your targets 221–4
 using social media 226–8
 using technology 224–6
 reporting, finance person role 118
 reputation 121, 122
 restaurants 75, 77–8, 143, 156
 results
 of a campaign, measuring 236–8
 from clients' success stories 275
 reviews, online 112, 120–1, 122, 216
 rhythm of successful selling 206–8
 role-play, salespeople 211
Rolex 139–41, 182
Roosevelt, Franklin D 98
 rules, setting your own 67
 being contrarian 79–81
 failures, allowing 70–3
 making people wait 76–9
 power of philosophy 67–70
 turning people away 73–5
- sales conversations
 structure to successful 209–10
 versus chit-chats 204–6
- sales follow-through 132, 203
 confidence 213–14
 making the sale, fear of 212–13
 price and experience 228–9
 rhythm to sales success 206–8
 sales conversations

- structure to successful 209–10
versus chit-chats 204–6
sales professionalism 210–11
sales and marketing head 256
marketing tools 265–6
role of 264–5
sales tools 265–6
- Samsung 37–9
- schedule for becoming oversubscribed 153–5
- ScoreApp.com 105
- screen actors, oversupply of 23–4
- scripts, sales 267
- search engines 114–15
- seven-hour rule 173–6, 177, 178
- seven maxims, Dent Global 275–6
- sharing
- campaign successes 231
 - client success stories 60–1
 - of ideas 4, 13
 - stories 232–6
 - visual experiences on social media 227–8
- sideways energy 220
- sign-up forms, sales tool 268
- signals (of interest) 39–43
- and capacity 188–90
 - measuring 185–8
 - naming your terms 180–1
 - power of 163–6
 - and transparency 190–2, 194
 - using mobile and media assets 170–1, 194
 - versus sales, asking for 166–7
- Simmonds, John, personality brand 262
- Singapore, luxury car ownership 62
- sleep environment 180
- smartphones 76, 92–3, 191–2
- smartwatches 37–9
- social change 64–5
- social media
- and the 7-11-4 rule 176–8
 - advice from friends 111–12
 - experiences shared on 226–8
 - followers of brand person- alities 117
 - marketing campaigns on 99–100
 - and the personality brand 262
 - signalling interest 170–1
- solutions to problems, providing complete 106–8
- the 'somewheres' 247–8
- SoTechnology 226
- special editions 199–200
- spotlight (quarterly) campaigns 127–8, 133
- staged release 197–9
- standards, maintaining high 74, 78, 180
- standing out 34–5
- stories
- behind a product 232–6
 - client success stories 60–1
 - hidden 235–6
- struggling businesses 249–50
- Studio 54, Manhattan 73
- supervision 88–9
- supplier terms, improving 273
- surprising people 220–1
- sustainability issues 75
- systems innovation 46–7
- T&Cs (terms and conditions) agreement 268
- targets/targeting
- annual revenue 130–1
 - for being oversubscribed 188–90
 - capacity, setting and staying firm 221–4
 - changing the target market 271
 - hyper-targeted marketing 100–2
- LAPS 208
- teams *see* campaign-driven enterprise (CDE) teams
- technology
- disruption caused by 245–7
 - essential element of a business 224–6
 - mobile and media assets 170–1
 - reducing costs/overheads 51
- televised presidential debates 98–100
- terms
- naming your terms 180–1
 - payment terms, suppliers 273
 - T&Cs 268
- testing the worth of your business 217
- themes of your campaigns, creating 155–9

- “Think Different” campaign,
 - Apple 157
- thinking ahead 154
- tickets
 - for an event, launching 53–5
 - staged release of 198–9
 - two approaches to selling 40–2
 - using signalling to sell 163–6
- Tier One Trading 80
- time
 - price and time promotions 201–2
 - time line for a campaign,
 - creating 159–61
 - to form a bond with a person 32
- trading in financial markets 79–81
- training
 - of salespeople 206, 211
 - spending on 151, 216, 276
- transparency in demand-and-supply tension 190–5
- Trump, Donald, use of
 - social media 99
- trust building 33, 35, 40
 - and the 7-11-4 rule 33, 173, 175
 - by educating people 173
 - forming a bond with people 33
 - trusted personal brand 116–20
- turning people away 73–5
- TV shows, Oprah 83–4
- Twitter 69, 112, 194, 226
- Uber 13–15
- up energy 220
- value creation 83
 - everything works together 83–4
 - giving away ideas, charging for implementation 86–90
 - innovating an ecosystem to support your winning formula 92–5
 - taking small steps 90–2
- values
 - of Dent Global 274–5
 - linking to people’s dominant 109–10
 - and your philosophy 69
- Van Gogh, Vincent 279
- Vaynerchuk, Gary 9–11
- Virgin 116–17, 262
- vision, Dent Global 274–5
- waiting for a product/service 76–9
- Walmart 228–9
- Walton, Sam 229
- wants versus needs 62–6
- warm signals 187, 189
- warming people up 39–43
- watches
 - luxury men’s watches 232–5
 - Rolex 139–41, 182
 - smartwatches 38–9
- water poverty in Africa, charity alleviating 65–6
- Watson, Paul, environmental activist 69
- weekly campaigns 127, 130, 131
- Weight Watchers, Oprah Winfrey’s stake in 83, 84
- WhatsApp, Facebook’s purchase of 16
- Winfrey, Oprah 69, 83–4
- winning formula
 - experience is relative to price 228–9
 - versus ecosystem, innovation 92–5
 - “with-or-without you energy” 213–14
- workshops, ticket-selling approaches 40–2, 53–5
- yoga apparel brand, online information 87–8
- yoga instructor, broken formula 146
- YouTube (videos)
 - business necessity 226
 - instructive 79–80
 - and “moving the free line” 116
 - as part of campaigns 128–9, 194
 - replacing sales team 246
 - “stars” 34
- Zero Moments of Truth (ZMOT), Google 32, 177