

## INTRODUCTION

1. 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.
2. 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.

## **PART I PRINCIPLES FOR BECOMING OVERSUBSCRIBED**

### PRINCIPLE 1 DEMAND AND SUPPLY SET THE PRICE

You likely learned long ago that the market forces of demand and supply determine the price and the profit you'll make.

#### **Story of the two Bidders**

1. 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.
2. Your value is much higher than you think to a small number of people. You don't need everyone on the planet to see you as in demand; 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.
3. Your job isn't to please everyone. Your job is to find those people who can't live without you.

#### **Some People Miss Out**

1. “Markets go up because there are more buyers than sellers . . . and that's it!”
2. 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.
3. A profit is only tolerated if demand is higher than supply.
4. 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.
5. If you want to sell products, those products need more buyers than supply can allow for – so again, some people will miss out.
6. 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.

#### **Profits, Losses or Wages?**

### PRINCIPLE 2 SEPARATE YOURSELF FROM THE MARKET

**How to Create Your Own Market:** If you separate from the market and build your own market, you can generate as much money as your market will allow for. You start this by building 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.

**You Don't Need Everyone**

1. 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.
2. You don't need everyone in order to become oversubscribed, you only need more people than you can handle.

**Famous for a Few**

1. But what does “famous” mean? It means that someone has never met you but they feel like they know, like and trust you. They'd recognize you if they did meet you and they'd be pleased to see you.
2. So what are the key ingredients for being “famous”? Consistent and repetitive message. Content. Commercial ecosystem. Continuity. Collaboration

**PRINCIPLE 3 THE FOUR DRIVERS FOR A MARKET IMBALANCE: INNOVATION, RELATIONSHIPS, CONVENIENCE AND PRICE**

1. Innovation – You create something new and shiny, that no one else sells.
2. Relationships – You build such a powerful relationship with buyers that they ignore other sellers.
3. Convenience – You are answering the needs of the market with the most frictionless expression of what they want.
4. Price – This occurs when you're able to create an imbalance based on price.
5. So you'll have to choose one main market position for your business to focus on.

**Driver # 1 – 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.

1. Product innovation: You invest in a new product that people haven't seen before, or modify an existing product in a new way.
2. Systems innovation: You deliver an existing product in a new way that makes things faster or more reliable.
3. Brand innovation: You make something boring a lot more desirable with a new way of packaging it for the market.

**Driver # 2 – Relationship**

The second way to ensure you have more buyers than sellers is to own the relationship with the buyers in your market so that they become more loyal or they don't shop around so much.

1. Become more influential: Improve your ability to enroll others in your ideas and projects.
2. Become better known: Widen your own personal or your business's appeal through media, events, publicity and other brand-building activities.
3. Get deals in place: Once a deal is done, customers stop shopping around. Creating lasting agreements with clients gives your business more strength and value.

### **Driver # 3 – Convenience**

Market “friction” refers to the time, energy, effort and know-how required to buy something. 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.

1. Better distribution: When a business makes something available to its buyers with less energy, effort or time required.
2. Better market information: As more information is made available, market leaders give way to market followers.
3. Automation: When things happen faster or on autopilot. This could be new machinery or systems online or offline.

### **Driver # 4 – 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.

1. Invest: Cleverly investing into assets that create a natural barrier to entry will allow you to reduce your costs and keep your margins.
2. 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.
3. Systemize: Using systems and technology rather than people is a powerful way to keep overheads low and margins high.

## **PRINCIPLE 4 BUYING ENVIRONMENTS CREATE BUYERS**

1. People don't buy for logic or reason; they buy because the conditions are right. Buying behaviour is stimulated by the buying environment.
2. The herd moves when the herd moves. Trying to get one member of the pack to run forward is hard unless they are part of a stampede. Your goal as a “Campaign Driven Enterprise” isn't to engage people one at a time – it's to cause a mad dash all at once.

### **People Don't Buy What Others Want to Sell. They Buy What Others Want to Buy.**

1. We buy properties and clothes that other people want; we buy from consulting firms that others use; and we invest in companies that other investors are throwing money at.

2. The more a potential buyer sees you are desperate to sell something the more they wonder why you're so desperate. Your goal is place a high value on what you do and work with people who do as well. Set your boundaries, have your terms, protect your space so you can deliver something special.
3. Don't rush off; build the relationship.

### **Turn Your Clients Into Celebrities**

1. 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.
2. 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.

**People Don't Buy What They Need – They Buy What They Want:** They buy them because they want one.

### **PRINCIPLE 5: IT'S OK TO BE DIFFERENT**

If you do what others do, you'll get what others get.

**Power of Philosophy:** When you develop a clear philosophy and you put it out to the world you'll begin to create 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.

### **It's Ok to Fail**

1. 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.
2. 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.

**It's Ok to say “No”:** 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.

### **It's Ok to Make People Wait:**

1. Making people wait isn't a bad thing: it allows the hunger to build sometimes quite literally
2. 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

**It's Ok to Buck the Trend:** The main lesson is that it's OK to play a different game to everyone else. 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.

#### PRINCIPLE 6: VALUE IS CREATED IN THE ECOSYSTEM

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.

1. Your job is to create a remarkable ecosystem that delivers a positive experience and keeps people coming back for more.
2. Every business leader must acknowledge that their job is to make a highly complex system seem effortless. They must turn chaos into order and do it with style.

#### **Give Away Ideas – Charge for Implementation**

1. You must give away information freely or cheaply and then charge for the implementation work.
2. Consider the spectrum of value your business could offer: Information or ideas, Components, Supervision, Done with you, Done for you
3. The more your business takes on the responsibility of delivering an outcome, with little or no external input, the more value it creates.
4. 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**

1. 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.
2. Giving us a wall to climb killed the sale.

#### **Innovate – But Don't Mess with a Winning Formula**

1. You can't go wrong talking about “innovation”: it's the one thing anyone can talk about and get unanimous agreement. Sometimes however, innovation isn't what a business needs. And that is certainly the case if it requires them to alter what works.
2. If you know your winning formula, innovate at the edges and keep focused on the core. Innovating out of a sense of boredom is dangerous. You might be bored, but the market may still be in love with what you do.
3. When you're onto a winner, don't mess with it too much.

#### PRINCIPLE 7: NOTHING BEATS BEING POSITIVELY REMARKABLE

If people talk about you in a positive way, your marketing budget reduces to zero.

### **Replace Your Marketing Budget with a Remarkable Budget**

1. 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 counter-intuitive – but if you get it right, your existing customers go out and do your marketing for you
2. If you do, your products will sell because other people will spend money on marketing and then people find you

### **Build a Remarkably Trusted Personal Brand**

1. You build a personal brand when you or your people become better known, liked and trusted in your market. You can build personal brands using videos, blogs, articles, books, photos, quotes, live appearances, talks, publicity and events.
2. Personal brands are powerful for a few reasons. Firstly, human brains are highly geared to connect with people.
3. He's set up a company blog where every employee is requested to blog each month and share 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.
4. 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. Encouraging people to become known liked and trusted helps you, helps them, and it allows 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 stay oversubscribed with everything you do.

## **PART II THE CAMPAIGN DRIVEN ENTERPRISE METHOD: TURNING PRINCIPLES INTO STRATEGY**

### **Thinking Like a Campaign Driven Enterprise**

1. Every entrepreneur, leader or marketing manager must learn how to encourage 10, 20 or even hundreds of people at one time to engage with their business.
2. Your goal is to stop behaving like a business and become a campaign-driven enterprise with a goal to becoming oversubscribed.

## **The Campaign Driven Enterprise Method**

1. Phase 1: Planning: You must know your “capacity” and who it's for – that is, know the point where you'll actually be oversubscribed and who will see the most value in that capacity
2. 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.
3. Phase 3: Oversubscribed Release: you can announce that you are able to release your product or service and allow selected people to buy.
4. Phase 4: Remarkable Delivery: Surprise and delight your clients above and beyond their expectations, leaving them feeling uplifted.
5. Phase 5: Innovate and Celebrate: Tell the stories, share the numbers, issue reports, capture the magic moments and spread the word about your campaign's achievements.
6. 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
7. This method however, is one that works for most people most of the time, and allows you to evaluate where to focus your attention.

## **PHASE 1 CAMPAIGN PLANNING: KNOW YOUR CAPACITY, WHO IT'S FOR AND WHEN YOU CAN DELIVER IT**

1. Knowing your real capacity is powerful. It's almost impossible to become oversubscribed if you don't know what your capacity is.
2. So let's take another look at your business' 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**

1. High value products and services are linked to four underlying drivers: 1. Save or make money. 2. Save time or eliminate wastage. 3. Bring increased emotional benefits. 4. Ease pain, suffering or negative emotions.
2. How does your product save or make people more money?
3. How does your product save time or eliminate wastage?
4. How does your product deliver greater emotional benefits than other products?
5. How does your product remove pain or negative emotions?
6. Rather than thinking about your capacity to 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.
7. 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?**

1. Becoming oversubscribed is about finding a market that highly values you, has the capacity to pay you, and that you want to serve.
2. 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?

#### **Clients versus Customers**

1. A customer buys something. A client keeps coming back. A customer results from a transaction whereas a client results from a relationship.
2. 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.
3. Ultimately though, the only way to sustain your business is if some of these happy customers become happy clients.
4. Create 2 type pf products: 1. A product-for-prospects: Aimed at generating lots of happy customers. 2. A core offering: A full and remarkable client relationship that evolves over time

#### **Getting a Grip on Reality**

1. 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 be will change the fact that they aren't.
2. 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. It then works to build their clients a property portfolio, renovate their properties and rent them out for a top price. This company isn't focused on passive income. This company is focused on delighting everyone who they come in contact with – the readers, the property buyers and the renters.
3. Your job is to keep focusing on creating a delighted customer. Crack the code on what constitutes value for them and how best to deliver that.
4. What less than positive things might people be saying behind your back?

**Real Number:** Remember, knowing your capacity is about knowing how many people you can delight.

#### **Your Schedule for Becoming Oversubscribed:**

1. Staying oversubscribed requires that you're constantly planning your campaigns a year in advance. 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 months 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.
2. How many clients do you want per month? (I only ever assume 10 months of the year will be productive)

#### **Create a Campaign Theme**

1. Every campaign needs to have a theme. It's common for businesses to talk about the seasonal events like Christmas, Valentines and Easter.



2. 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.
3. 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 focusing on the basic products and services you sell.
4. 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.
5. 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.
6. 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.

#### **Create a Campaign Timeline**

1. The start date and finish date of each campaign.
2. The communications schedule – emails, direct mail, press releases, advertising, etc.
3. The milestones – price rises, cut-off dates, early bird specials.
4. Supporting events – partnership meetings, pre-launch events, celebrations, sales meetings, etc.
5. Main events – Entertainment, seminars, launch parties, grand opening, etc.
6. Shipping dates – sending out products, delivering the service, etc.
7. Post campaign activity – telling the stories, reporting results, follow up, thank you messages.
8. 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? (3–10 is normally the range) How many clients do you need to generate per campaign?

### **PHASE 2 BUILD UP TO BEING OVERSUBSCRIBED**

#### **The Power of Signalling**

1. The answer to all of these questions is because the organizers 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 their intentions back to you before they act, rather than asking people to take action.

2. A Campaign Driven Enterprise won't do that. They will signal their intention to release a new product. They will let people know that there's a limited capacity available and ask their market to signal in kind if they want to know more or buy the product when it's available.

### **Naming Your Terms**

1. Naming your terms sends a powerful signal: "If you want to work with us, you need to behave a certain way." It takes confidence, too. You'll need to state openly who you want to work with, how many people you can serve and on what terms you'll work with them.
2. 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.

**Don't Ask for the Sale – Ask for the Signal:** 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.

**Transparency:** One powerful way to boost the impact of your signalling is to add a layer of transparency. This is where you openly show how many people you have sent your signal to and how many have signalled back.

### **There's One of Me and Lots of You**

1. Transparency is a tool whereby you let people see how many other people are indicating their interest to do business with you.
2. Signalling online causes transparency to go to a whole new level because people can easily see the numbers. people to signal their intention to do business with us on a Facebook page. We've had posts with hundreds of people saying "I'm in" and "Let me know when I can get one, please."
3. This online transparency adds to the energy buildup you'll need in order to be oversubscribed. Today's world is digital – but if you can master the online world, the real world is your oyster.

### **Think Mobile and Media First**

1. Having a responsive website and blog. Having social sharing plugging that work on mobile. Giving frequent, bite-sized updates that add value to people. Using location relevant content. Using context to your advantage.
2. It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able to adapt to and to adjust best to the changing environment in which it finds itself. Thinking "mobile and media first" is key to your survival.

### **Educate and Entertain**

1. Your job is to educate or entertain these people until they are totally comfortable with the idea of buying from you.
2. Entertainment is a powerful way to do this. It can build rapport, connection and pique emotions. Sport, music, art, food, drinks, humor, introductions, fashion, theater and the like are your tools for entertaining your guests.

3. 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.
4. 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 humor in your presentation, serve nice food for lunch and host a few drinks after the workshop in a classy location. Eighty percent 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. Eighty percent entertainment with a little bit of education sprinkled around.
5. That goal can take time: seven hours, to be specific.

#### **The 7-Hour Rule**

1. That sense of “knowing” set in around the first few dates for many people.
2. During those seven hours, people establish their criteria, look for relevance, develop an emotional connection, build trust, rapport and understanding.
3. 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.
4. To scale this concept, your goal is to clock up seven hours with as many people as possible using your tools of entertainment and education.
5. Two great things happen after you have a seven-hour relationship. Firstly, you don't feel uneasy offering something of value; and secondly, you are less likely to blow the relationship by offering something you don't fully believe in.

#### **Brains Don't Know it's Digital**

1. Strangely, the human brain can't distinguish between digital media and real life (which is why we still feel sad when a celebrity dies, even though we didn't ever meet them).
2. You should have 7 hours or 11 touches of relationship-building content at your disposal in your business at any given time. Articles, podcasts, videos, apps, questionnaires, reports, illustrations, books, case studies and events all of it counts towards hitting the mark.

#### **Products-For-Prospects**

1. A book is a product-for-prospects; an audio podcast is a product-for-prospects; and a software download, a sample, a workshop, a report, a party, tickets to a game, merchandise or apparel could all be products-for-prospects.
2. 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 client, too.

You might want their contact details or to better understand their needs. An elegant product-for-prospects will achieve those goals.

### **PHASE 3 RELEASE WHEN OVERSUBSCRIBED**

#### **Oversubscribe Your Capacity**

1. Five times capacity for strongly signalled interest
2. Ten times capacity for educated or entertained customers
3. One hundred times capacity for soft interest
4. If you've not hit any of these targets, you have to continue the process of building up interest by signalling and educating/entertaining until you do. This might mean that you continue to run several more events, sell more products-for-prospects or push for more downloads until you've met one of the three criteria

#### **Measuring Interest**

1. The quantity of signalled interest – This could be downloads, competition entries, registrations, tickets, pre-sales, deposits, emails, opt-ins, registrations of interest.
2. The quality of the signaled interest – Is it fairly weak interest involving no real commitment; or is it strong interest that signals a real intention to complete the deal?

#### **Selection Process**

1. Being selective creates a powerful self fulfilling prophecy

#### **Managing Energy**

1. Staged release: We release capacity in smaller chunks.
2. Special/limited editions: We break capacity into smaller sub-groups.
3. Price rises and time limits: We create a price rise mechanism based on time or volume sales.

**Staged Release:** 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. A staged release is where you only release quantities of your capacity 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.

**Special Editions:** Box sets, added content, bundles, special merchandise and even special packaging lead to the creation of a special edition

#### **Price Rises and Time Limits**

1. Consumers aren't dumb; they figure out pretty fast that it's not a “deal” and it's not “daily”.
2. We live in a time where people have access to enormous amounts of information and they get wise to business tricks.

#### **Sales Conversations vs. Chit-Chats**

1. 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.

2. To be clear: Sales conversations are scripted; chit-chat isn't. Sales conversations have brochures and materials present; 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.
3. 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.

### **Set Your Targets and Stay Firm**

1. 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. It's more important that you stay oversubscribed and that you can be trusted at your word rather than being opportunistic. If you name a price, stick to that price.
2. Never underestimate the powerful appeal of a bargain price – 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
3. Saying yes when you can't deliver sets you up to fail, People will learn not to take you at your word, Every person you turn away is a walking advertisement for your brand
4. Sticking to your price and your capacity is an important part of the CDE (Campaign Driven Enterprise) Method. It's these rigid numbers that create attraction for you in the long term. You might miss out on a quick sale but you'll keep business on the boil for longer if you're willing to hold steady.

## **PHASE 4 REMARKABLE DELIVERY**

### **Positively Remarkable Delivery**

1. People talk. 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.
2. 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.
3. 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**

1. Every person who touches your business should find it remarkable.
2. Identify one or two things a month to improve and invest in them. The secret to creating a great business is to invest into remarkable delivery. The world's fastest growing companies are spending 5–15% of their revenues on research, development, innovation and training.
3. 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 touchpoints, you'll be unstoppable. Embrace the challenge. Lean into the discomfort of how much there is still to be done
4. 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**

1. 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 categorize this energy in three ways: up, down or sideways
2. 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.
3. Down energy comes from dissatisfaction, disappointment, anger, annoyance, outrage and resentment. It comes from negative experiences that weren't communicated in advance
4. Sideways energy comes from satisfaction, indifference or an exchange. It's the result of a job well done as you would expect.
5. There's a simple principle when it comes to leaving people uplifted: do something great that people didn't see coming.
6. 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.
7. 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

### **From Now On, You're Also an IT Business**

1. You need a system that keeps track of all your client interactions, one that manages delivery of your products, one for setting follow-up reminders and notifications. Without this automation, you can't scale remarkable delivery.
2. They could be using that money to grow the business and hire more of the right people.
3. 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.

## PHASE 5 CELEBRATE AND INNOVATE

### Stories, Numbers and Insights

1. The final phase of this process is to celebrate and innovate.
2. 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

1. 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.
2. If you're not yet oversubscribed, you might not be telling enough stories.

### So Many Great Hidden Stories

1. Great, memorable stories don't need to be massive, blockbuster tales in order to be powerful; they simply need to be authentic and human.
2. 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.

### The Truth is in the Results

1. 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.
2. 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:** 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 recipe for disaster

**Time to Party and Rest:** 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.

## PART III YOU, YOUR TEAM AND THE CRAZY TIMES WE LIVE IN

### IT'S TIME TO PADDLE

1. The wave is a phenomenon called “convergent disruption”. It happens when lots of new technology is hitting the market at the same time and suddenly people discover how it all fits together.
2. You need to be creating, storytelling, leading, team building, partnering, deal making, innovating, refining, investing and systemizing what you do. You need to be entrepreneurial.

### **STRUGGLE, LIFESTYLE OR PERFORMANCE?**

1. Struggle game
2. Lifestyle Game
3. High Performance game

### **Lifestyle First Then Performance**

1. Let go of the old ideas you're clinging onto and get curious about how you could further embrace the times we are in. Become accustomed to using systems, technology and teams to achieve a lot. Learn to surf on some smaller waves, to have fun again – and then worry about high performance.
2. Most importantly, surround yourself with other people who want to surf those waves too – and who are also using the Campaign Driven Enterprise method. When you've been surfing for the fun of it for a while and you want to go big, then you can expand the capacity, run bigger campaigns, more often.

### **THE CDE TEAM**

1. Key Person of Influence:
2. Head of sales and marketing:
3. Head of operations and product
4. Head of finance, logistics and reporting

### **When to Recruit Your Team**

to go further, you need more and better players.

### **Creating Culture from the Beginning**

1. You get what you pitch for and you're always pitching
2. Influence comes from output
3. Income follows assets
4. Get famous for the results of your clients
5. You are in partnership with everyone who touches the business
6. Prolific beats perfect
7. Innovation never ends

**The Roles of a Core CDE Team:** The entire CDE Team has one main goal: to become oversubscribed.

Together the team will work, innovate, adapt and persevere until they meet and maintain that goal.

1. Role 1: The “Key Person of Influence”: Pitching, Publishing, Productizing, Profile, Partnerships  
there are three layers of branding your business needs in order to really take off: products, Company, personality



2. Role 2: Head of Sales and Marketing

- Marketing Tools: Approved copy and images,
- 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. The marketing person can then use this in a hundred different ways to help drive leads.
- Lead capture systems – The marketing person will need a system for capturing and storing the data of people who are responsive to the marketing materials.
- Measurement benchmarks – Your marketing person needs to know what an allowable cost per lead, allowable cost per sale and an allowable budget all are for testing ideas.
- Sales Tools: Script, brochure, Diagram, Sign Up form, term sheet

3. Role 3: Head of Operations

- Build a better product, Build a better system of delivery, Change the target market, Change the expectations

4. Role 4: Head of Finance and Reporting: The finance person should be focused on:

- Fast reporting, Better supplier terms, Collections, Access to finance or investment

**You're Ready. Let's Go!**