

THE GAME
OF
BUSINESS
*And
How To
Play It*

The 21 Steps To Irrefutable Success
and Great Personal Wealth In Business

PAUL F. GORMAN



BIG SUR PUBLISHING
London

Copyright © 2004 by Paul F. Gorman

All rights reserved. Written permission must be secured from the publisher to use or reproduce any part of this book, except for brief quotations in critical reviews or articles.



Published in London, United Kingdom by Big Sur Publishing

ISBN 0-9532666-8-0

Catalogue Data

Gorman, Paul F.

The Game Of Business And How To Play It: The 21 Steps To Irrefutable
Success And Great Personal Wealth In Business / Paul F. Gorman

1. Business Success 2. Marketing 3. Strategy

*Big Sur Publishing provides books at trade and other special discounts
to use as premiums, sales promotions, or for use in training programmes.*

For further information write or e-mail to:

Sales Manager, Big Sur Publishing

212 Piccadilly, London W1V 9LD

0800 731 3198

E-mail sales@bigsurpublishing.com

CONTENTS

Step 1:	The Primary Purpose Of Your Enterprise	5
Step 2:	Be Truly Passionate About What You Do	8
Step 3:	Your Enterprise Must Quickly Become Your Slave and Rewarder	12
Step 4:	Be The Puppeteer Never The Puppet	18
Step 5:	Ease Yourself Out Step-by-Step	21
Step 6:	Gather And Surround Yourself With Extraordinary Staff	24
Step 7:	Advertise For Superstars And Get Them	25
Step 8:	Give The Candidate a Reasonably Tough Time at First Interview	27
Step 9:	Pay on Performance	32
Step 10:	Welcome And Formally Train—Day One	34
Step 11:	Train Repeatedly	35
Step 12:	Give Staff Authority And Autonomy	36
Step 13:	Demand Performance—And Reward It	37
Step 14:	Mind-Set	40
Step 15:	Create Your End Goal First	47
Step 16:	Create Powerful Strategy	50
Step 17:	Identify Hidden Sales, Profit And Cash Opportunities	52
Step 18:	Increase The Size, Frequency And Coverage of Your Most Effective Marketing Activities	54
Step 19:	Thousands of Your Ready-To-Buy Customers Are Confused and Mistrusting	56
Step 20:	Your Key To Riches—Front End versus Back End Marketing	58
Step 21:	Time For Your Personal Pay-Day	63

Introduction

It is my privilege to gift you this message.

Contained in these few pages is the essence of my twenty-three years of discovering what works, and what doesn't work, in business.

These Twenty-One Steps capture the essence of what it takes to build virtually *any* business or professional practice from conception into a multi-million pound success.

It is the secret to success and wealth in business that very few entrepreneurs ever take the time to discover, grasp and make functional in their enterprise.

It is the culmination of my 23 years in business, and working with hundreds of business owners and directors, and my clearer and clearer realization of the THREE main drivers of success and profit generation in enterprise:

One, that your business, your success, and your wealth achievement is all about THEM—the customer, client or patient, and virtually NOTHING about you, the business owner.

Two, that attracting and keeping extraordinary staff is the key to achieving number one.

And Three, understanding and applying the little-known discipline of **response-marketing** to evoke extraordinarily high sales and profits return from every pound or dollar you put into the marketplace, and every **effort** you and your team make.

Come with me now on a journey that will change your business and personal life forever.

Step 1

The *Primary Purpose* of Your Enterprise

It is critical that there is a **primary key**, or **primary purpose** behind every business and profession. This primary purpose **always** and axiomatically leads to great success, business wealth and personal fortune.

With it, you will always succeed. You make it virtually impossible not to succeed. I would say, actually, that you make it 100% impossible to fail when you imbue everything you do, every action you take, every product you buy-in or manufacture, every service or treatment you provide, every communication, every transaction you conduct, and the way you conduct it with this primary purpose behind it.

If this is **absent** from your enterprise, you are destined to continually struggle growth-wise, sales-wise, cash-wise and fulfillment-wise. Worse, your customer, client or patient will not receive the greatest benefit he or she deserves.

It is this.

The primary purpose of any enterprise—huge, medium, or tiny—is to provide the highest degree of service, value and result to every person or organization that inquires of you, asks for advice from you, and buys or invests from you.

This is your purpose.

This is your highest, truest, and most rewarding mission as a business owner or professional.

You see, the success of your enterprise has nothing to do with you. It has nothing to do with any self-serving desires to attain success and wealth and recognition and freedom and fulfillment from your activity.

These self-attainments are one or more of the major reasons

you have created the enterprise you've created. And they're important reasons. I'll talk about these in a minute.

But they should **NOT** be, and **cannot** be, the **primary** reason. Your primary purpose **MUST BE** to **serve** every individual who is drawn to you, in whatever way, and for whatever reason, at the very highest and best level you and your organization can manage.

Be crystal clear, your success and mine has nothing to do with you or me. Your success is **ONLY** and **EVERYTHING** to do with your customer, client or patient.

It is **ALL** and **ONLY** about **them**, not you or me. Your self-serving interest, or mine, has no influence at all on what will draw customers or clients. None at all.

The **ONLY** attribute that will draw customers to you is the **VALUE** and **RESULT** that you provide in your particular field or niche, and through, or as a result of, your particular product, service or treatment.

When you make utmost **value** and tangible **result** your primary purpose in business, you will discover customers are drawn to you in their hundreds, thousands, tens of thousands, or hundreds of thousands, mostly through word of mouth and referral.

It's simple to understand why. Imagine you *are*, right now, the **BEST** provider of whatever it is you sell. The very best. Nowhere can people or organizations go to receive a higher, better-value, greater, more satisfying result than they receive each time they buy from you.

The minute that's the case, and my friend, or neighbour, or colleague, or business associate tells me of the astonishing *value* and *result* he or she received from your product, service or treatment—and I am in the market for the same—that's the minute you turn your entire business and entire effort into a glorious success, and a **sustainable** success. Because, why on earth would I, or the hundreds, or thousands of others in the market for what you provide, go to a lessor or unknown seller?

I, and they, wouldn't, in most cases.

I would buy from **you**, because you have come highly recommended. I have been told of your unusual caring, your unusual degree of genuine interest and desire to provide every customer with tangible value and result from their transaction.

So your business almost automatically, and very rapidly, flourishes and prospers. You build and sustain an incredible level of satisfaction and delight amongst your customers, and that drives a glorious snowballing of sales and profits and cash.

And YOU and your STAFF enjoy a degree of fulfillment rarely experienced amongst most business owners and their staff, because you and they know you're providing a very high level of service, care, genuine interest and actual result for the people or organizations who buy from you.

Every morning, take just a minute or two to remind yourself what your primary function in business is: to serve and **deliver actual result** to your customer or client to the highest possible degree.

And have your staff daily remind themselves of this too. Staff must know your purpose as a business, and become an integral player in your organization, and a **deliverer** of this purpose, each to his or her own ability within their particular activity in your enterprise.

And then make this purpose **functional** in your every activity, and every communication, and every transaction throughout the day.

You'll find that it makes a very real and rapid improvement in your day's activities and results. You'll find that it influences, for the better, every decision you and your staff make, every letter or e-mail you and your staff write, every advert you write, every communication you have with a customer, **and** with staff and suppliers.

Your customers will recognize your purpose and actions, and will revere you for them, and reward you with their ongoing purchasing, and recommending of you and what you sell to their family, friends, colleagues, associates, for weeks, months and years to come.

Step 2

Be Truly *Passionate* About What You Do (Or do something else!)

Never get into, or remain in, a business only because you need or enjoy the money, or because you think 'this' type of product or service or treatment is a 'good moneymaker'.

I'll tell you now, **it's not**.

You're only storing up a lot of future difficulty and hardship if you go after money as a primary motive in business.

This might seem strange, or even a ludicrous statement for me to make, because I am sure many entrepreneurs start their business with success and wealth in mind, that **IS** their main purpose. Surely there is nothing wrong with that.

Don't misunderstand. Of course you want and deserve success, and the freedom it brings. Of course you want and deserve wealth, and the joys wealth brings to you. Actually, success and wealth is **inherent** when your primary function **is** to provide the highest value and result for every customer.

When you adopt this philosophy you can have as much success as you want. You can have all your true desires in life abundantly met. You can accumulate a wealth of money, with plenty left over to share or gift to others in some way.

But I've learned that success and abundance **doesn't come** by **these** being your main purpose. These **ONLY** come by you using your talents to provide value and result to people who come to you **for** that talent.

All the customers or clients you can handle come to you **almost** automatically when your daily purpose is to provide value at the highest and deepest level you know.

Then everything you want in business and in life is attracted

to you in glorious ways, and have a way of sustaining themselves as long as you continue to put value and result as your primary purpose.

Do you see that it is nigh impossible for you to provide the highest value, and the greatest result, when you're not passionate about what you manufacture, or sell, or the service or treatment you provide?

Let's take two dentists, as an example. One has got into dentistry because he's heard there's good money in this profession.

He's an okay dentist, but he really doesn't care about dentistry that much, or about the people who come to him for dental care. While he's going about the treating of patients... and certainly doing an adequate job... what he's dreaming of is the minute he can leave the practice at 5:30pm and get back to his workshop at home, and finish the beautiful oak dining table he's making.

Oh, how he wishes he could make oak furniture for a living, but no, there are too many oak furniture suppliers around already, and he's have to sell quite a volume to match what he's earning as a dentist, or do better.

So he forever sticks with dentistry. And he joins the ranks of millions who only do what they do for work, to earn a living.

The **second** dentist **LOVES** dentistry. Ever since she can remember, from early childhood, she dreamed of becoming a well-known and well-respected dentist, like her grandfather.

The joy good dental work brings to people is a satisfaction and fulfillment for her, that no other work she's experienced, or can imagine, could match. Good, healthy, natural looking teeth completely change a person's demeanour, and confidence, she's found.

And the progress and innovation in dentistry these days, excites her. A patient today, is able to receive the benefit of technology and cosmetics skills and procedures, if necessary, never before available at anywhere near this degree.

When she talks about the various treatments and cosmetic options a patient can receive, patients find her fascinating, and as **caring** about **their** oral health as she would be if she were talking with her best friend.

She seems to know everything there is to know about the latest, and best, treatment options, and technologies available to

you.

As she is **treating** a patient, her entire focus is on doing the very best job she is capable of doing, and making sure the patient experiences the least pain or discomfort. Patients thank her for her caring and sensitive work.

At the end of each day in the practice, and as she eventually falls to sleep at night, all she dreams about is the day she will own her own practice, and fill it with six or ten dentists who care as much about people and dentistry, as she does.

What a glorious practice it will be, and what wonderful care and results she'll provide for all the patients who come to her practice for treatment.

Now, which of the two dentists would **you** go to? Which of the two dentists would you recommend to all your friends, colleagues, associates?

There's no question.

The dentist who's passionate **about** dentistry will have queues at her door all day long, and a lifetime of praise and reward for the wonderful work she and her colleagues do for each patient.

Dentist number **one** never will.

Dentist number one will struggle, be unhappy and frustrated all his career. And his unhappiness and frustration will spill out into every other area of his life—*except* when he manages to lock the door to his workshop, and is working on his next oak furniture design.

And I would go to him like a shot to buy his dining table, because designing oak furniture is *his* passion, and it shows—his furniture boasts some of the most beautiful craftsmanship I have seen.

You cannot provide the greatest value and result if you are not passionate about what it is you sell.

It's impossible.

The truth about success and money is that it is where your talent and passion is. *That's* where your greatest and most glorious success is. *That's* where abundant money is. *That's* where your truest happiness and fulfillment is.

I've seen this to be true a thousand times.

I once met a man who was in the diet supplement business.

His company seemed to be reasonably successful. But when I got talking to him, it came to light that he was in this business because of the money. Diet supplements was—still is—a fast growing industry. He thought he'd hitch his wagon to it.

But his heart wasn't in it. His real passion was photography. He took incredible still life and landscape photographs, really incredible. So he worked out his days selling diet supplements, but couldn't wait to leave his office each day, to go and shoot more landscapes, or spend hours in his studio setting up a still life shot.

Last time I talked to him, about two years later, his business was starting to get into trouble.

You see, it is impossible to build and sustain a thriving business or profession without you being passionate about the product, service, or treatment you sell. It's not your desire to sell a great volume that drives customers to you.

It's the **service, value, and result** you are able to provide to each and every one of those people that does it.

You can't provide service, value and result without passion and talent brought to the market place.

Step 3

Your Enterprise Must Quickly Become Your Slave and Rewarder

(Not *Your* Master or Enslaver)

Most entrepreneurs are imprisoned by their enterprise. Their business enslaves them rather than they being master over *it*.

You must understand—clearly—how your enterprise becomes your slave and rewarder.

This is where your personal desires come into the picture, and it is critical, of course, that they DO come in.

You are born to succeed. My studies in the field of the mind, and mind-action for over twenty-three years have convinced me of that beyond any doubt at all.

For many, many years, I have experienced the tangible *results* of the mind in action, and I can testify to the validity and practicality of mind-action, or the science of mind, or the power of mind to produce—or manifest—actual, tangible, physical results.

You are born to enjoy abundance, wealth, fulfillment, joy, love—everything you want and need to live a completely fulfilled and joyous life in every way you can imagine.

It is inherently yours to experience in unlimited measure.

It's part and parcel of your very being. You are **born** self-complete. The trouble is, from the very moment you were born, life tells you the opposite.

Life tells you that you are incomplete, that you've got to struggle and labour for every penny, every success, every reward.

But we've been misinformed. You are born to be, and to experience, the absolute joys of life in every area of life you can imagine.

As Bob Proctor says in his best-selling book of the same title, "You were born rich."

That is true.

You and I were born already fully loaded with every *idea* and *opportunity* ever needed to completely fulfill our life experience.

But you see, all this comes into your experience *not* by striving and struggling to **get** as much as you can, but by **giving** as much of your talents, your skills, your expertise, your excellence as you humanly can.

Browning says it more poetically than anyone else: "Find a way to release your imprisoned splendour."

That's the whole secret.

That's the secret of life and the secret of unending and uncapped success in business. You can have as much money and as much success as you want, if you're willing to embrace and practice the discipline of reversing your labours from attempting to *get* as much as possible, to *giving* as much as possible of your skills, service, kindness, cooperation, value.

By understanding the main purpose of your business... to GIVE service, value, result at the highest of highs you are capable of... and that by doing so, you will grow your business or practice to heights that are impossible if this core purpose is absent from your business activity and intent... then you understand why this third step **automatically** prospers you.

YOU will experience all the particular joys of the world you want and need... in abundance... the minute you forget about trying to GET them, and direct all your energy and focus towards giving service, value and result to everyone who inquires to you, and buys from you.

It's strange, but that's how success and wealth works. The harder you TRY to be successful, the harder it IS to attain that success.

The harder you try to get wealthy, the harder it is to get that wealth. It seems to run away from you... very fast... or stay completely absent from you, the harder you try. Have you experienced this, and wondered why on earth you find it so difficult or impossible to become the success you dream of becoming, and to accumulate the money you need and want.. to at last gain financial freedom, and enjoy real, sustained abundance.

This is the reason... you've been focused on it too much.

You've made the attainment of success and wealth your main intent in business. You've put YOU first, instead of your customer, client or patient first.

I made the very same mistake. And for years success and wealth avoided me just as fast as it could run. Looking back, all the way through my business life, every time I **daily** put YOU... my customer or client FIRST, I find money and success and joy in abundance.

Every time I have experienced difficult periods financially, and growth-wise, and success-wise, and joy-wise, it was because I had FORGOTTEN that it is all about YOU and nothing about me. I have always quite quickly suffered the consequences, and every time it has happened, I can pinpoint the reason for it happening was this. Every time.

Of course, you FINALLY learn the lesson. It takes too long, for **many** of us. It took me too long.

It's because the *trying to attain* is a **self-serving** focus, do you see? You want to make more money, you want your enterprise to grow and prosper, so you create products or services or treatments that you hope will produce greater volumes of sales, and generate greater volumes of revenue and profit.

Do you see? The focus is wrong.

The focus is on you and what you want, not on your customer or client and what will most benefit him or her.

The minute you **reverse** this focus, you find success coming to you in greater measure, easier and quicker.

Always, your focus must be, "How can I improve this product or service so that it enables the customer to experience a greater actual result?"

"How can I add greater value? How can I make my product or service or treatment and the way in which I make it available the very BEST in its category?" —whatever that category is.

Then you can virtually forget about the fact that you need and want more money, more recognition, more power, more freedom. These will flow to you almost automatically—sometimes in the most miraculous way—as you put out this pure intention, value and result. And they will flow in abundant measure.

Why can you almost 'forget' about your own desires and needs? Because when—and only when—your primary focus is

on improving, innovating, enhancing whatever it is you manufacture, re-sell or provide, it changes your decisions and actions in every way.

You find yourself putting more into innovating your product or service, and you create a better, more valuable, more results-certain item or service for your customer.

You put more into communicating that value, and the reason-why your customers or clients should buy what you sell if they want to be sure they get the greatest result from their purchase or investment.

You communicate in broader, more fascinating, deeper ways without even thinking about it. **You can't help it** when your intention and focus is all on them, and when your insistence is on providing the greatest result your particular product or service will enable them to receive, benefit from and enjoy.

You become more interested in people, and more genuinely concerned about the actual results whatever it is you sell, provides each person.

Every tiny detail and facet of what you do, and of your product or service, and of your daily activity becomes heightened, more clearly beneficial, more advantageous, more interesting, more compelling, more irresistible—AND more widely talked about and recommended.

Of course this is so. The minute YOUR particular product or service or treatment stands a mile or ten miles or a hundred miles above the general offering in your market place, the customers or clients who have benefited start talking and spreading the word like wildfire.

You can't stop them. It is JUST as impossible for you to experience limitation or struggle in business when you embrace, adopt and discipline yourself in the philosophy of GIVING your greatest talents and services to your market, as it is impossible to succeed and gain great wealth by reversing this philosophy and spending the majority of your time and effort in GETTING as much as you can.

Success and the attainment of wealth, is a **principle**. The principle or LAWS of success and wealth are the *precise reverse* of what you generally witness in the business world.

If you're not 100% convinced of this yet, take a look at the state of businesses in general.

76 percent, or so, of start-up businesses fail within five years. The overall state of service customers receive is pretty appalling. The level of sales promises *not* delivered, or delivered in an unsatisfactory way, is pretty high.

None of this leads to success and wealth for the owners of these businesses. Sure, some will have spates of success, and times when they seem to be doing fairly well financially. Everything looks rosy for awhile, despite their poor business intent and deliverance.

But it all comes crashing to the ground quite quickly, as customers become increasingly frustrated with the lack of service and result.

Now look at the business that DOES care about its customers, and DOES do everything it possibly can to deliver on its promise, and continually evolve and re-invent and improve its offerings.

Those businesses are the ones that tend to succeed and prosper, many of them to an extremely high degree, depending on the intensity of urge and desire to keep on going forwards and upwards.

Those who KEEP ON going forwards and upwards, and keep on providing greater and greater degrees and levels of service and value and result, find themselves going to the very top of success and wealth, and there are plenty, plenty examples of these companies and individuals throughout history.

In fact, there is a book full of them. I recommend you get it. It's titled, *Radicals & Visionaries: Entrepreneurs who revolutionized the 20th century* by Thaddeus Wawro.

It's pages are full of people no smarter or more gifted or more educated than you or me, who started off in business with nothing much other than an **idea** to bring to the market some kind of tangible value, or benefit, or advantage, or improvement, or opportunity that would **genuinely better** a person's life or work by some worthwhile degree.

Every one of these entrepreneurs created tremendous success for themselves, and amassed tremendous fortunes. But it was their almost one hundred percent intention to produce and deliver a tremendous service and result for their marketplace that made it almost impossible **not** to attract that success and fortune.

In every case, their intention was not primarily self-focused; their intention was **them**-focused.

“How can I create and deliver something that will bring innovation and result to the market place I am interested in, or skilled in, or have an idea for?”

When THAT’S your purpose and unrelenting focus, you’ll succeed in great measure.

And you’ll attain business and personal wealth also in great measure.



Now that you understand this critical philosophy of success, let’s talk about the **people** (staff) you need to have in place to grow your business or practice to exciting heights—plus your role towards those people.

Step 4

Be The Puppeteer Never The Puppet

You MUST work ON your business. You MUST get OUT of working IN it as quickly as you can manage to get out.

If you fail to do this, all you will ever have is a burdensome and hectic JOB laden with all the responsibilities of running a business.

That's not a position I ever want from owning a business, and I suggest it's not what you want, either.

To be truly worthwhile, to your customer or client *and* to yourself, your enterprise must quickly become an **asset**—a **machine** that generates glorious profits through the deliverance of astonishing service, value, result.

The only way this is achievable is by the building of an enterprise that is LEAD and DIRECTED by you, but that does not involve you rolling up your sleeves and doing any manufacturing, or buying, or re-selling, or providing, or treating, or selling... or at least, you get involved in the absolute minimal amount of 'puppet' activity.

Your role is to be, and *continue* to be, the visionary, the innovator, the marketing mind, the leader, the director.

The puppeteer **not** the puppet.

Every minute you allow yourself to be drawn into participation of your business's daily activities—the daily manufacturing, buying, and selling activities that produce your revenues and profits—you are doing your customers, your prospective customers and *yourself* a grave disservice.

Why?

You are the one person, or partnership, that has the *idea* and the *vision* and the *passion* for the product, service, or treatment you are making available, or will do.

You are the one person, or partnership, who has the insistence for delivering *excellence* in whatever way you personally, or as a business or practice, create and deliver that excellence.

You are the one person, or partnership, who has the *continued* vision to keep reinventing and improving what you sell, keep innovating, keep pushing for new and better designs, or new and better ways of production and delivery, or both.

You are the one! You are the entrepreneur!

If you fail to devote almost one hundred percent of your time *being* the entrepreneur, the visionary, the innovator, the marketer, the leader, then it is impossible for you and your organization to make available and deliver the continued excellence of service, value and result that is your primary purpose as an enterprise.

I know so many entrepreneurs who don't understand this. I can't begin to count them. They can't or won't let go. They fail to embrace this larger vision of their enterprise and so they forever struggle to get where they vaguely imagine they'll get to.

They hardly ever rise above the activity of rolling up their sleeves and getting involved *in* their business.

That's okay *if* all you want is to have ownership of your own job, and you understand that it will be a *very* busy job because it entails *doing* everything that an enterprise requires to keep it running—manufacturing, buying, selling, advertising, letter-writing, brochure creation, web site design, merchandising, displaying, hiring and firing, wages, bonuses, quoting, invoicing, debt management, accounts, logistics, repairs and breakdowns, equipment purchasing—the list goes on.

There is nothing wrong with this if that's really what you have set out to do.

But I haven't met an entrepreneur yet who set out with this in mind.

The *only* supposed advantage it gives you is FREEDOM and PRIDE of owning your own business. You are your own boss, you have no one looking over your shoulder, you make your own decisions, and you make them how and when you want to.

The irony is, your freedom quickly evaporates because you become so busy doing everything that you have no free time left. You work longer hours than you ever have, and you have more responsibility than you ever wanted.

The only jewel you have left is the PRIDE of owning your own enterprise. But what's there to be proud of?

All you've created is a twelve or fourteen or sixteen hour day, laden with responsibility, hassle, endless reams of paperwork and necessities, for probably not much more financial reward than you could command working for another company 9 'til 5 without responsibility for running the organization.

But there are significantly greater rewards waiting for you the minute you realize that by focusing YOUR efforts in the realms of leading, directing, innovating, marketing both the product, service or treatment you make available plus the way in which you sell it and deliver it, for the *same* eight or ten or twelve hours you can build your organization into a **gloriously performing asset** that runs as a machine, even when you're not there personally driving it.

That's the secret.

That's how the truest and greatest performance of a business is achieved. That's where the greatest value lies for a prospective purchaser of your business one day.

That's where and how your greatest financial pay-off is achieved as an entrepreneur—selling your business one day for a sum you probably never realized is possible to get. In most cases, it is possible to get a large-gearred pay-day on your net profit.

That is Step #21: reaping the largest pay-off for your business asset. We'll talk about that later.

But for now, understand—clearly understand, and put into practice—your role as entrepreneur: That of directing, leading, innovating and marketing your business, just like a producer of a movie, or the owner of a formula one racing team, or the director of a stage play.

If you are now saying, "This is all very well for businesses that are already on the move, already quite established and successful, but what about me, the medium, small or even tiny business that isn't yet generating the profits to afford the staff needed to release me from working 'in' my business daily—how do I achieve it?"—don't worry, it's one of the most-asked questions I get from entrepreneurs.

Actually, the solution is quite simple. Here it is...

Step 5

Ease Yourself Out Step-by-Step

First, Make a list of every activity you perform during the next week.

Second, delete *every* activity that really could and should be performed by a staff member, not you. Every admin activity, accounts activity, buying activity, manufacturing activity, merchandising activity, artwork for marketing activity, maintenance or upgrade activity—and so on. I will wager that around 80 percent of your activity is **staff member** activity, not *company owner / entrepreneur* activity!

Remember, YOUR major activity must be, or quickly become, ideas-maker, innovator, leader, director, marketer.

These are the activities that drive a business to heights of success and prosperity, and only *you* can be the person who directs that drive.

You've got the idea and the vision. Now you go and create the machine that takes the results of your vision—your products, services or treatments—out to the greatest size of market it can possibly reach.

Third, identify from your list the ONE category of activity that, at the moment, consumes the greatest amount of your time.

It is TIME that's important here, not intensity, necessarily.

The minute you release yourself from the greatest amount of *time* spent on activities an employed person can and should be doing, and immediately REPLACE that newly created time vacuum with marketing, innovating and leading, you will find your enterprise growing at a faster and more profitable rate, almost overnight.

That's what you do.

Let's say, as is often the case, that you spend hours and hours doing admin-type or assistant-type work—typing letters, typing quotes, sending brochures, sending faxes, ordering stock, unpacking stock, checking stock, stacking or merchandising, taking orders, packing orders—it's incredible what business owners do without realizing they're actually grinding the growth of their business to a halt.

As soon as you recognize that you're involving yourself in all these non-entrepreneurial activities, and realize that you can get them done *for you* at an hourly wage that is a fraction of a fraction of the larger revenues and profits *you* can produce when you replace that time with marketing, innovating and leading, you see the sense in hiring at least one staff member right away, and more if necessary.

Let's say you discover that you spend 30 hours a week doing things you critically shouldn't be involved in as the business owner. Those things are admin or assistant-type activities.

Do you think that by hiring either a full or part time employee to do them at £5 or £6 or £7 an hour, you will not be able to quickly generate a lot MORE than £5 to £7 an hour by concentrating your freed-up time on marketing, innovating, and leading?

Of course you will!

Considerably more!

Just imagine being able to devote ALL your time to continually improving your products or services, and continually making the methods you employ to sell them more and more effective, and continually creating ideas to serve your customers to a greater degree, and to deliver RESULT to them to a greater degree!

THAT is what makes your business grow and grow, and prosper in abundant measure because it is delivering a very high degree of value and result to each customer or client.

But it is only YOU who can achieve this, because your business is your baby. It's **your** idea, **your** vision, **your** passion to achieve. And that's what you must devote all your time to each day, or as much of your time as you can engineer.

After you've taken on employee ONE, in this example, you grow and generate greater profits, then take on the NEXT most needed employee. Maybe that's an assistant to you. Maybe it's a

salesperson. Maybe it's a warehouse manager, or engineer—only you can tell.

Now, a word on delegation.

I find that most entrepreneurs are TERRIBLE delegators!

They can't let go.

They are often convinced they are the only person in the world capable of doing the job—even administration and assistant-type jobs—so they fail to delegate.

I once met a man in the kitchen replacement business. He told me with all authority that he couldn't employ a machinist to make his cabinets because they were intricate and he had to do the machining himself to guarantee the quality of craftsmanship.

That was about seven years ago. I bet if I visited him again today, I would find him still at the machine, and his business wouldn't have moved on one bit, or at least not by a worthwhile degree.

Let's be clear.

This man has a *job*. It's his **own** job, but that's all it is.

Let's not pretend or be proud of the fact that this is business ownership. It's not. It's JOB ownership. And that is something I don't ever want for myself, and I never want it for you either, because you can achieve so much more for the very same hours, days, weeks and years you devote to your enterprise.

Become a good, then a *great*, then a MASTER delegator!

This is the key. Drive yourself to delegate absolutely everything you can and should, and always immediately *replace your freed-up time* with the activities that produce growth and profits.

You'll set yourself and your enterprise on a whole new path of higher performance, greater efficiency, and deeper and broader market penetration and satisfaction.

Step 6

Gather And Surround Yourself With *Extraordinary* Staff

The excuse I hear so many entrepreneurs cite is that they can't find good, reliable, skilled, loyal staff.

This is just as ludicrous as saying that advertising doesn't work, or sales letters don't work.

It's almost like saying, "I tried gravity, and THAT doesn't work!"

If it hasn't worked for us, it's because *we* haven't applied or respected the principles of advertising, sales letter writing, or gravity.

The same is true of staff.

We haven't applied or respected the principles of selection, training, motivation and reward if we are having ongoing staff difficulties. That's all.

Let me give you a quick-course primer on what I find works with staff, Steps 7–13.

It's my 'take' on it, but it has worked well for me for many years. It will work for you too, and transform your entire business environment and result.

Step 7

Advertise For *Superstars* And Get Them

Many recruitment ads fail to attract the right person because they fail to be specific. Being SPECIFIC attracts the best people.

Your aim is to attract **quality** not quantity. Making your ad specific and demanding will certainly lower response. Which is interesting, isn't it?

But it will more likely attract a handful of candidates who **are** worth interviewing.

If you are looking for an admin person, your ad can say something like this:

SUPERSTAR ADMIN PERSON WANTED FOR BUSY ABC BUSINESS

Basic wage plus generous performance pay—earn up to £23,000 per annum.

Fast growing ABC business is looking for a smart admin assistant who *loves* admin work and takes pride in doing a SUPERSTAR job.

Superb training and support provided. You will take 'ownership' of your job, and be generously rewarded above basic wage for your quality and reliability of work.

Call between 10:15am and 2:30pm, Thurs, Friday or Monday and tell me why on earth I would be MAD not to take you on for this position.

Telephone number and company details

That's the kind of ad that works. Adjust this copy for any category of employee you want.

You ask candidates to call you at specific times for two reasons.

One, you want to manage your time efficiently, not be at the mercy of incoming calls whenever *they* come in.

Two, you want to discover right away whether the candidate can follow instructions. If he or she can't even call you within stated times, why would you want to hire that person?

It's not a good first omen!

Step 8

Give The Candidate a Reasonably *Tough Time* at First Interview

Interview a candidate at least **three** times. This first time, don't pussyfoot around. Let the person know EXACTLY what you require the person who will fill this position to BE and to DO.

Your aim is NOT to make a friend at this stage. It is to quite bluntly discover whether the person is the right material, or not. Don't waste your time, or the person's, if he or she is clearly not right.

What IS right?

I like Nordstom's description: "We look for NICE, WILLING people. You can train a willing person to have skills and use them well; you can never train a person to be nice, and to be willing."

This is the approach I have taken to fill most vacancies. There are some skills I don't believe can be trained. Honed, fine tuned, enhanced, yes.

But not trained from scratch.

Selling is one of them. Or Superstar selling.

You cannot train a person to be a sales superstar anymore than you can train a footballer to be a Beckham. He or she has first got to have the inherent seed of greatness. Then, certainly, you can draw it out in a nurturous, disciplined and rewarding environment.

But for most staff: at the first interview, you're looking for a person who has your ethics, who you get on with, who you **like**, and who is hungry to progress, learn new skills, move on in life.

Ask questions that draw out the person's attitude about what they currently do for work. This will tell you much about what their attitude WILL be when they work for you.

If they are enthusiastic, if they enjoy most aspects of what

they do, if they show signs of creativity when it comes to the way they do their job, and methods of improving it, these are all good signs. This is what you are looking for.

If they **aren't**, you can bet your last dollar they will not when they work for you, no matter what they promise.

There's a secret of successful marketing that you should translate into recruitment.

When you market to prospective customers, the secret of optimal response is to identify those prospects who **HAVE ALREADY BOUGHT** or **INVESTED IN** the **TYPE** of product, service or treatment you sell.

You never gamble marketing resources on those who have simply *stated* they *might* one day buy. Or worse, those who have never shown any inclination that they will buy the category of product or service you sell.

You'd be surprised how many billions of pounds and dollars are frittered away in the attempt or laziness to sell to **NON-TARGETED** customers or clients.

The money and effort would be better spent helping the helpless.

The key is this: what a customer **HAS** bought in the recent past, he or she is likely to buy **AGAIN** now. The greater the amount he or she has recently bought, the more he or she is likely to *continue* to buy now.

Don't ever waste your smart-earned cash and effort on anyone other than **TARGETED PROSPECTS** (all others are only *suspects*).

Apply the **SAME** principle when hiring staff.

Do not be fooled into thinking that what a person **IS NOT** at the moment, and hasn't demonstrated he or she **IS** in their previous job, they **WILL BE** when they come to work for you.

They won't change, for the most part. That's why it is **critical** to delve into a person's past and current **attitude, approach** and **actual performance**, before you **dare** consider them for a position in your company.

Quite quickly, on the telephone, you will sort the 'possibles' from the 'no ways'.

You now are left with a handful who you will interview one-to-one.

At this second interview, be charming. Be highly interested

in the person.

Why the change of approach?

You want to RELAX the person, make him or her feel at ease with you, to allow the REAL person to show up.

You can get more specific about the role you have available. Get quite detailed. Why? You are looking for INTEREST, ATTENTION, FASCINATION, QUESTIONS about the job.

If the person *is* fascinated, and asks smart questions, obviously signs are good. But you do need these signs.

At the third interview delve deeper still. Maybe ask the person to come and work for the day, to see how they like it and you like them. Look for signs of interest, attention, focus, hungry-ness, fascination, clarity, smartness.

Your aim, throughout these interviews, is to get to know the real PERSON and his or her DEVELOPED interests and skills. Ideally, you want to find the ALREADY developed—almost perfectly developed—attitude and skill for the position. The closer you can get to this, the better. As a good second best, you want a person who already has the right **niceties** and **ethos**, and is immensely willing, even **hungry** to learn the niche you have available, and to deliver results.

But under no circumstances, do you want anything LESS than this.

It's like buying a new PC. You want the RIGHT computer, fully loaded with the most suitable and capable software for the job you need it to perform, so that you can plug it in and almost instantly begin reaping performance and results from it.

The wrong computer, one with too little power and speed, and inadequate software, will be of little use to you. It's a waste of your time, effort and cash.

The same is true of staff, really the very same. One of the most common questions of frustration I get at live programmes and teleconferences is about staff. Staff are a monumental problem for most companies, particularly small, entrepreneurial companies, where often EVERY staff member is critical to the performance of the business or practice.

One bad staff member has a direct and often quite devastating affect on performance, because that person is one of twenty people, or five people, or two people—and you.

If your organization is larger, one or two bad staff don't have

such a devastating affect. But ANY bad staff are a stick in your wheel; you don't want them, and you don't have to have them.

But realize, staff are generally a problem only because not enough effort and time is devoted at the front end—the advertising and interviewing process.

Always remember that ANY successful relationship between two or more people is more about GIVING, not TAKING. You and each member of your staff have a TWO-WAY relationship. You have got to provide a GIVING environment in friendship, genuine interest in each staff member, training, support, recognition, appreciation, reward—just as much as each staff member must GIVE to you in dedicated performance, service, result, creativity.

The ideal and ACTUAL staff environment you want to create is that of *two-way willing and joyous cooperation, recognition and reward*.

Only when you achieve this will you get extraordinary work from what I describe as 'ordinary' employees. It's a TWO-WAY activity and recognition and willingness and drive.

You must have as much if not MORE, yes more, willingness to build a creative and joyous **opportunity** for every employee than they do themselves, and then charmingly demand the very highest degree of performance.

But you can't expect hard and dedicated work from staff just because they are your employees **without you** playing your active, daily role as leader, inspirer, motivator, friend, recognizer, rewarder.

Put harshly, if you or I experience troublesome or under-performing staff, it is either because WE have not selected skillfully enough, or WE have not provided sufficient training and tools, or WE have not demanded daily high-level performance, or WE have not recognized and rewarded high-level performance.

Or **all** of these, by degree.

YOU create your environment and your results, not your staff. Always it is you and I who are 100% in control of our results in business, whether downbeat or upbeat, and this includes staff.

Don't blame them, look at yourself. Then figure out how you can improve your handling and management of each staff mem-

ber and each team.

Where do you start?

Spend more time at the front end advertising for the correct candidates, the true PROSPECTS for your vacancy. Don't rush the recruitment process, it'll only lead to much, much wasted time, frustration, disappointment AND cost *tomorrow*.

When you get the right people, and you train, drive and reward them, your entire business and its performance is transformed.

If you've attended one of my programmes, you've met some of my staff, and you've seen how they perform. These good people have become friends, and I literally could not do what I do, to the heights that I do them, without these wonderful people working diligently and creatively as a joyous team.

It's a joy and a privilege to work with them each day, and they feel the same, and this environment leads to a HIGHLY productive and driven performance, and fun and fulfilling work.

Follow this simple yet little-achieved recruitment process, and you'll find and keep your **own** extraordinary staff.

Step 9

Pay On *Performance*

The secret to engendering the highest performance from staff is to actually make each person EARN his or her pay.

What a concept!

Yet the great majority of companies structure pay the **exact reverse** way. The majority of each pay-cheque is categorized as 'basic wages', plus a small or tiny additional pay categorized as 'bonus' or 'commission'.

This gives the message to staff that they DON'T have to EARN their pay each and every day, that they'll receive the same or majority pay each month no matter how excellent is their performance—or how *average*.

That's the wrong message to give out.

And the wrong pay structure.

The secret is to create individual or small group 'businesses' within your business. Each individual, or each small team, is **responsible** for their work, or projects, and are paid on the successful completion of each project, or in the sustained high-degree of **performance** each day, each **hour**.

The **majority** of each person's pay is performance-pay, or bonus, or commission—however you term it.

But it's based on performance, not anything less. THEN and only THEN do employees take responsibility, and they enjoy it.

There is far greater satisfaction and joy from knowing that the majority of money—and other reward and recognition—is a direct result of actual high and sustained PERFORMANCE than ever there is from a loaded pay-cheque that is given no matter what performance has been delivered. Or DESPITE the lack of performance.

YOU—as a business owner—receive revenue and profit wholly dependent on your performance as a business and as a

team of people providing service, value, result.

If you fail to provide at least an acceptable level of service, value and result your enterprise will suffer. Customers will soon stop buying from you.

Your staff should operate from the same core fundamental: you perform, you receive optimum reward; you fail to perform, you fail to receive optimum reward.

It's simple. And IT WORKS.

And people do actually enjoy—to a far higher degree—the responsibility *and* the implied trust and expectation you have of them.

Now, there are one or two additional facets of engendering staff excellence you need to understand and incorporate:

Step 10

Welcome and Formally Train —Day One

Day One for a new recruit is somewhat like the first impression a person has of you when you meet. The first impression will brand itself into the mind of the person—so make sure the first impression you’re projecting is the impression you **want** to project.

The first day in a new role must be engineered to project the right impression of **organization, efficiency, dedication, focus, enjoyment**.

Most of all, your new recruit must feel as if you are providing the **TOOLS** for the job, so that he or she can achieve a quick, efficient and impressive start.

One of the major downfalls of entrepreneurs is that they’re so busy they don’t put enough thought and time into formally welcoming and training new staff. So staff often feel confused and frustrated from day one. They feel they haven’t got a clear-cut number of roles to play in the business, or sufficient training and, and therefore find it difficult to play *any* role to an astonishing level. They often become quite quickly frustrated and eventually leave.

A formal welcome is essential. Formal training is essential. Much of it can be in-house, much can be—and often is better to be—remote. Staff *like* to be trained, *need* to be trained, and can’t be expected to perform *without* good or excellent training.

Make it a priority.

It will differentiate your staff and their performance from every one of your competitors.

Step 11

Train Repeatedly

Regularly providing further and refresher training, keeps your staff **growing**. Everyone wants to grow, not stand still. Just the same as it is fatal for your business or practice to stand still, it is fatal for your staff, their performance and the results you garner from them to stand still.

Train, then retrain and retrain and retrain, and you'll satisfy your staff's hunger to continually improve their ability to perform for you, and to have the self-fulfillment of knowing they are performing at a high level, and making a real contribution to your customers or clients, to your business and to you.

Step 12

Give Staff *Authority* and *Autonomy*

One of the reasons you are an entrepreneur is because you thrive on having **freedom** to do your work as **you** want to do it.

You dislike having a boss looking over your shoulder every five minutes suggesting better ways of doing what you do.

Yet this is the very thing many entrepreneurs do to their staff! I used to do it, so I know! I found it VERY difficult to trust another person to do the job I paid them to do, without my constant checking that it was being done the way I wanted it to be done.

It's a big mistake. It's unnecessary and wasteful.

Here's the scenario.

You've advertised for and GOT a good, nice, willing and hopefully already skilled person. You've trained that person well and provided all the tools he or she needs to do the particular job at a high level.

Now you must give the person the FREEDOM to DO what you've employed them to do!

You must give each staff member and team **authority AND autonomy** to do the job and do it highly effectively, with—remember—the main purpose of your business in mind: to ALWAYS FIRST provide astonishing service, value and result for the customer or client.

Whatever authority and autonomy is needed to achieve this, give it. As long as your staff NEVER undermines the posture, position or integrity of your business, then the authority and autonomy to make decisions and perform, and achieve RESULTS each and every day, WITHOUT having to run to you for decisions each half hour, is the environment that produces superstars from willing, talented staff.

Step 13

Demand Performance — And Reward It

Keep in mind, it's only ever RESULTS that count.

Keep your finger on the pulse of how each staff member is performing. Charmingly 'gee' them along. Devote TIME to managing, driving, congratulating, rewarding.

My six year old son, Tristan, has just started at a new school. The headmaster is smart. In assembly, he gives out 'Headmaster's Stars' for things like *Being extra nice* or *Doing something helpful or kind* or *Excellent work*. The kids *sparkle with pride* at being recognized and rewarded in front of all the school.

As adults, we really never lose the pride of being recognized and rewarded openly. It often means more than money, and it engenders better, broader, more consistent performance.

Also realize, that sincere recognition and reward from YOU, the business owner, means more to staff than any instrument can ever measure.

Make a habit of *finding* good and great performance to reward.

Look for the good and the great in your staff. Expect EXCELLENT work, and tell them you expect it. Be charmingly firm, and charmingly DRIVE each individual or each team to perform at their very highest and best.

They'll love you for it, and they'll treasure their jobs with you.

And always reward openly, publicly. The rewarded person or team rightly feel a great deal of pride. And the, as yet, *unrewarded* people or teams are inspired and motivated to be the next in line for your public recognition.

This approach to staff truly garners extraordinary performance from so-called 'ordinary' staff. The truth is, there are no

‘ordinary’ people. It is your great privilege to find those people who are willing and keen to be given the opportunity such as you have for them in an entrepreneurial environment where they can thrive and feel as if they are making a tangible and genuine contribution, and being recognized and rewarded for it.

One last thing.

Does this approach work every time? Does it guarantee you’ll never hire mistakenly?

Of course not.

But it cuts down hiring mistakes to real minimum. And when you do make a mistake, as I have done a couple of times over the last three years, the key is to ALWAYS recognize that the person him or herself is a person to respect, and that in some way the environment is not right for that person, which has led to poor performance.

I said right at the beginning that YOU—the entrepreneur—must be passionate about what you do and sell, if you hope to fulfill the main purpose of your business, that of serving, providing value and result.

Your employee is no different, other than needing to be LED into an environment that nurtures his or her passion and excellence. That’s what you’re looking for at interview, and that’s what you must nurture in your office, factory, store, practice.

What if an employee just isn’t working out, despite your best efforts? Do you fire the person?

I don’t like the word, or the concept itself. My philosophy is to help that person leave and find a position in another company that *does* enable his or her passion an excellence to sprout and evolve.

There is a big difference between the two.

My good friend, Yashwant Patel, who’s company *Inspiring Higher Excellence* in Birmingham, United Kingdom, specializes in showing organizations, individual staff, business owners, professionals and sports men and women, how to release their inherent excellence, explains this in a way that I think *all* business owners should embrace.

He says we should help **liberate** a person from an environment in which he or she doesn’t excel.

Isn’t that wonderful?

Remember, it’s not about you or me. It’s about THEM. The

‘Them’ in this case is your staff. The way to garner excellent, sustained performance from staff is to remember that it’s all about THEM. That INCLUDES the time you realize the best for the person is to help them find an alternative job, an activity that will indeed LIBERATE them, and enable their inherent greatness to flow forth in an environment more suitable to the individual.

You now understand the **main purpose** of your enterprise; you know how to recruit, train, motivate and reward staff, and to draw out their excellence.

Let’s now talk about how to elevate your organization from whatever it’s doing today in revenues, profits, cash-generation, and market position, to the stars!

The first critical requirement is **mind-set**. Without a mind-set that embraces **possibility** and **opportunity** in virtually every **thing**, every **person**, and every **challenge**—and a mind-set that is receptive to, and actually **attracts** WEALTH—you will continually struggle to achieve great business growth and advantage. You will continually struggle to create wealth for your business and yourself *despite* your greatest efforts and dedication.

When you *have* the success mind-set—the millionaire or billionaire mind-set—*nothing* can or will stop you soaring to the top *despite* how many competitors you have, or what they do in an attempt to beat you.

Step 14

Mind-Set

At my Business Millionaire ‘Hyper-Wealth’ programme, I explain that mind-set is 98 percent of the reason you will succeed, or struggle, or fail, to achieve everything you want in business.

There are 15 core mind-set traits. I am pressed for space here but let me give you a snapshot of *five* of those traits. They will help set you on your way to success and riches in business.

Mind-Set Trait One: *Self-Belief.*

Most failure to achieve is due to poor self-belief. Interestingly, modern psychology has discovered that you are wired to achieve EVERYTHING you seriously DESIRE to achieve.

The consistent impulse you feel to achieve a particular thing—your ‘serious’ dream or desire—is the REAL YOU wishing and ready to express itself, and evolve.

Fifty years ago, Emily Cady said (I paraphrase), “It is impossible for you to have a true desire, without there also being an INHERENT ability for you to achieve that desire.”

It is psychologically impossible. You couldn’t have the true desires and dreams of achievement you DO have, if those dreams and desires weren’t *yours* to achieve.

You and I are **self-fulfilling** beings. But only if and when we consciously REALIZE it, can we self-fulfill. It is the REALIZATION of this truth of being that enables you to “release your imprisoned splendour” as Browning so poetically stated.

You do not have to somehow cosmetically plaster a self-belief package onto your psyche. You can’t if you tried. Many have tried over many years, and failed.

You inherently, already ARE what you dream of achieving.

Your only requirement is to REALIZE the truth of your being, and to LET your imprisoned splendour evolve.

TRUST your true, highest aspirations. Entertain them. Follow them. They'll take you to the stars *if you let them*.

Mind-Set Trait Two: *Think Dimensionally.*

Most people—including, interestingly, most business owners—think **myopically**. Well, myopic thinking leads to myopic effort and myopic results.

Dimensional thinking leads to infinite results.

As a **person**, the more dimensionally you think, act and speak, the more interesting and engaging you are. As a **business**, the more your sales message, your products, services, treatments themselves, and the way you deliver them, are dimensionally thought-out and presented, the more compelling they are to your customer or client.

It can be compared to the difference between walking a long, boring, grey road with very little of interest, versus along a stunning beach or forest or mountain walk, with incredible vistas, interests, variety.

Given a choice, you'll go for the *second* every time. Dimension is more interesting, compelling and persuasive.

Train yourself to think about EVERYTHING deeper and broader. Don't talk about just *one* facet of the diamond; talk about *many* facets.

For instance, instead of creating ONE headline appeal for your advert or sales letter or brochure, create ten or twenty of fifty, or one hundred **different** headlines. Take a week or two, it's worth it. You'll be amazed what fascinations you come up with—and how many additional customers you attract as a result. It will be up to hundreds of percent more.

Instead of explaining ONE benefit your product, service or treatment provides, explain many.

Which of these two statements is more interesting, compelling AND beneficial to you?

Statement #1: "Revealed: ONE little-known method to grow your business more rapidly."

Statement #2: "Revealed: 21 little-known methods to grow your business more rapidly."?

Every time, the DIMENSION, or MULTI-FACETS win. Dimension is more interesting, and holds the promise of greater value.

Dimensional thinking is also your passport through even the toughest challenges. The biggest single problem with a company facing a serious challenge is IMPOSSIBILITY-THINKING.

Whenever I am called to help a company out of trouble, I generally find the directors and managers, and of course therefore, their staff, all thinking how IMPOSSIBLE the situation is.

Their focus is on the problem.

But NO problem can be solved on the level of the problem.

You've got to lift yourself and your team higher than the problem. Then you can see it for what it is, and solve it.

Here's how I have solved even the most seemingly impossible challenges for myself and for client companies: *First*, lift above the problem; see possibility, not impossibility. Accept that there is ALWAYS a solution to any business challenge you face, no matter how dire it seems now.

More fascinatingly, you'll find that your greatest innovations, breakthroughs, and strengths come as a result of you getting through your deepest problems.

Challenges actually are **opportunities** disguised by our limited sense of what is 'favourable' and what is 'unfavourable'.

It is 'unfavourable' to get into a situation that knocks us down or worries us or threatens the survival of our business.

It is 'favourable' to be successful, wealthy, and fulfilled.

But success, wealth and fulfillment come as we learn to grow through challenges, worries, threats to our survival.

Challenge and success are one and the same entity, just different ends of the same.

When you realize this, next time a challenge knocks on your door, as it will, and always will, you can truly greet it with a welcome, and an attitude that says, "I accept you as nothing more frightening than my next **opportunity** to grow and discover a greater, deeper, wiser, more able me. Let's have you!"

Second, hit the challenge with **dimensional thinking**. Don't search for AN answer or solution. Brainstorm ten, fifteen or twenty **different** solutions. Very few challenges will survive twenty possible solutions. If there is one, then brainstorm another five or ten until you find the solution. You always will.

The minute you and your team focus on solutions instead of the problem itself, and the impossibility of it, you will discover a good or even breakthrough solution, and turn your challenge into an opportunity *that never would have presented itself to you had the challenge not evoked your rise in mind-set.*

Mind-Set Trait Three: ENTREPRENEURIALISM.

One of the reasons you have left all so-called security to become an entrepreneur, is because you yearn for freedom to ACT and DO as you wish. Use this entrepreneurial freedom to its ultimate capacity, and your enterprise will respond.

Here are two core traits of entrepreneurialism:

One, lead your field with IDEAS and ACT on them rapidly. Large organizations regularly take months or years to get an idea from the drawing board to the market. You only need take days or weeks. *Use* this advantage to the full.

Two, continually RE-INVENT yourself, your product, service or treatment, and the way you SELL it.

There is no such thing as STANDING STILL in business or professional practice. Standing still is business suicide. Keep moving forward and up. By doing so, you will leave the great majority of competitors behind because most are so slow-moving it's embarrassing.

Customers are compelled by, and respond to **innovation**. When you are the only enterprise in your niche that is continually re-inventing itself, continually introducing new products, services, treatments, or new facets, and continually offering new ways of cataloguing or displaying them, selling them, **you** will be the one enterprise that attracts the greatest numbers of buyers, and the greatest **long-term** buying from those customers.

Mind-Set Trait Four: CHANGE THE RULES TO SUIT YOURSELF (and gain instant competitive advantage).

Most business owners and directors unknowingly allow themselves and their enterprises to play on a level playing field. Yet every day they could quickly change the rules of marketing and selling to suit themselves, and TILT the playing field to their advantage.

Realize that there are NO rules (other than ALWAYS **being** and **acting** ETHICALLY, always remembering the core purpose of your enterprise—to provide the greatest service, value and result for every person or organization that buys from you—and always, of course, staying within the laws of the land and the laws of your particular industry or profession).

Other than that, *you make the rules!*

Don't look out and emulate or even be influenced by what the great majority of your peers or competitors do in the way of marketing and innovation.

The majority are crowd-followers.

If their methods were worthy of your emulation, they would all be highly successful, revered, wealthy business owners.

Of course, very few are.

You must LEAD the way. You can and should change the rules. And keep changing them.

Three of the most powerful ways to change the rules are:

One, only ever employ direct-response, trackable, and quantifiable marketing strategies. Any marketing approach that CANNOT be tracked and measured for direct results is a shameful waste of your time, effort and resources.

To discover the marketing strategies that create dramatic, rapid and quantifiable growth, get and absorb—and relentlessly **apply**—the information I reveal in my audio programme, *How To Out-Sell, Out-Market, Out-Promote, Out-Advertise Everyone You Compete Against... Before They Even Wake Up To What Happened*. It's one of the best investments you'll make for your business. (Call my office on 0800 731 3198 for free information, or write, e-mail or FAX the address at the front of this book).

Two, continually search for ways to **solve frustrations** in your particular market place. Be on the lookout for ways to improve existing products or services, or standards, or methods, or delivery—even by seemingly small measure.

Three, turn inside out, and upside down, the way the majority of your competitors do business.

I like the approach of Sam Walton, founder of Wal Mart. He said, *“Break the rules. Swim upstream. Go the other way. Ignore the conventional wisdom. If everybody is doing it one way, there's a good chance you can find your niche by going in exactly the opposite direction. I always pride myself on breaking everybody else's rules.”*

Mind-Set Trait Five: WEALTH CONSCIOUSNESS.

Without a CONSCIOUSNESS of wealth, it is impossible for you to create wealth for your business or yourself.

Understand that money, success, wealth, joy, fulfillment are ALL a product or out-forming of your CONSCIOUSNESS, or your mind-set. Your mind has no limit to its capacity to think or produce ideas. It is infinite. So your ability to succeed and to attract as much money as you want, and create real and lasting wealth and true financial freedom, is also infinite.

Out of your mind, you can produce a million words. Out of your mind, you can produce a million ideas. Why then, out of the same mind, do you doubt you can produce a million pounds or dollars?

You can. It is just disbelief that blocks the flow.

THINK BIG about money, and big money will tend to be attracted to you, through the channel of the service, value and result you provide to every person buying from your enterprise.

But you must first SEE and accept, in consciousness, that unlimited money and success is yours for the making, as much as it is anybody else's.

Wealth is actually already a part of your consciousness, like the million words or million ideas—they are already within you; all you've got to do is release them; let them flow.

It is exactly the same with success, money and wealth. Let continual VALUE and RESULT be your mission. Let these flow forth from you and from your enterprise, and rest assured that you will become wealthy.

But this must first become a part of your consciousness otherwise all the chanting, affirming and auto-suggesting in the world won't do a thing for you other than give you a sore throat and a worn out mind. Your mental gymnastics *may* produce odd glimpses of improvement, even seemingly good improvement, only for that improvement to evaporate almost as quickly as it appeared, in either a few months or a year or two, tops.

Have you experienced this? Are you *still* experiencing it?

You now know the reason why.

I am nearly ready to announce a breakthrough programme on wealth consciousness and the secret of true, sustained success for business owners, but let me share *this* with you until the

programme is ready:

Realize that abundant, unlimited wealth already **exists**. It is all around you. There is no shortage of money or opportunity of every shape, size and immediacy. You can't *make* money but you certainly can *draw* money to you in any measure you want, if you'll put the effort in.

You will start drawing it to you, *through* your business or practice and the value it provides, the minute you embrace, adopt and apply the powerful philosophies and concepts I am sharing with you in this book.



I want to now give you a seven-step, short course primer on the marketing methodology I use to grow a business exponentially, in record time.

In most cases, a company is capable of growing three, four, five, ten-fold or more in 18 to 36 months or so.

It isn't 'magic' or 'luck' or 'superficial'. It's scientific.

The moment you understand this methodology, and relentlessly apply it, your business results will multiply geometrically.

Ninety-nine in a hundred businesses employ highly *inefficient* methods of luring new — and luring **back** existing — customers or clients. Most are content with gaining a 10 to 20 percent net profit on each twelve months of activity.

Put differently, each and every pound or dollar put into the marketplace, and into running the machinery of the business, yields only 10 to 20 pence.

That is shocking! It's largely wasteful and shameful.

On the whole, business owners, directors, and professionals fail to understand how to '**hyper-gear**' their marketing investment and effort, so that every pound or dollar produces £2 or £3 or £5 or £10 or £20 profit return.

We will often yield £50 or £60 from each ONE pound or dollar put into the marketplace. Not all the time, but often.

That's the kind of inherent leverage **your** business possesses! I don't know a business that *doesn't*. But I know plenty, plenty of business *owners* who don't have a clue how it's achieved.

Not one in a hundred understand the methodology.

Let's go through the fundamentals here and now:

Step 15

Create Your *End Goal First*

Before you can start your journey of accelerated growth, you *must* know what your business or practice is going to BE and STAND FOR and TURNOVER when it gets there.

You *must* know this **first!**

At least, you must have a pretty clear idea.

I find most entrepreneurial companies seem to just ‘slip into’ what they do and how they sell it. Rarely does an entrepreneur sit down at the very beginning and master-plan their ultimate objective as a company—the *reason* for the company to exist in the marketplace it inhabits—the particular value and result it will introduce—and what it will *be* when it accomplishes its ultimate objective.

Most business owners spend more time planning their holiday than they do planning their business. Then they wonder why on earth their enterprise struggles to achieve the success they hoped it would.

You **MUST** have an END goal—a clear picture of what you want to BUILD as a company, what you want your enterprise to achieve, AND what you, yourself, want to gain from the years of involvement, skill and passion you commit to it.

If you don’t, three things will result:

One, if you can’t clearly describe what your business stands for, what value and advantage it provides, be assured your customers or clients won’t know either. And therefore you will continually struggle to fill your enterprise with buying enthusiasts.

Two, you will find it a virtual impossibility to build your business rapidly, strongly and profitably because you don’t clearly know what destination you’re trying to arrive at.

Three, you will never gain the large **personal** pay-off you deserve, and can readily receive, because you haven’t specifical-

ly identified or clarified what it is you DO personally want your enterprise to bring about for you.

I recently went through this very process with twenty-five business owners and professionals on my 12-month, 12-session *Make It Really Happen For Your Business* programme.

When I took the first telephone consultation with each of these entrepreneurs, not ONE was able to tell me—CLEARLY—what they wanted their business to ultimately BE, what they themselves wanted as fulfillment, reward and eventual pay-off for their effort—whether that pay-off was to come about in one year, three, five, ten years, or longer.

Not one could tell me.

When we went through the master-planning process, suddenly every one of these intelligent entrepreneurs had 'Ah Hah' moments! Each one suddenly realized the significantly greater rewards and pay-day glory they can achieve, simply by RECOGNIZING what, in their heart of hearts they **want** personally, business-wise, and wealth-wise, and blueprinting it.

Probably 21 or 22 didn't realize at all, that they could achieve **far** greater success and financial reward by creating a specific business objective—a bigger, more exciting objective—and **achieve** it, not through working harder and longer, but by putting in the SAME effort by and large, the SAME resources, the SAME investment—just applying far smarter, 'Hyper-Gear'd' marketing methodology that predictably generates dramatically higher response and return on every pound or dollar they invest in marketing and selling whatever it is they sell.

The same is true of your business or practice, no matter what it is you sell, provide, or treat.

Right away, create a picture of what you want your business or practice to ultimately BE when it arrives.

What is the particular value and benefit you provide? How large is the customer or client base you want to reach? Will you sell locally, regionally, nationally, internationally? How big will your enterprise be, annual revenue-wise? Where will it be located? Before overhead, what will its gross profits be per year? (simply the sales revenues minus your hard costs of fulfillment). What will your NET profits be, after overhead is included? What eventual pay-off are you aiming at getting, based on up to eight to fifteen times net profit?

Create as-near a complete picture as you can **today**, realizing that your picture is not set in stone. Things and circumstances change. You, your desires and your business evolves. You can adjust your end goal as you go.

But you must have an end goal with which to begin!

Go ahead, and create it now.

Then do the same for your PERSONAL goals. Create a shopping list of EVERY major thing you would dearly like to OWN and DO throughout your lifetime. Everything. At least everything you can pinpoint now. You'll be surprised how MANY things you do want to own and do, the minute you start thinking seriously about them, and listing them.

Again, go ahead and do this now.

Finally, realize how much **money** and **wealth** you would dearly like to accumulate—ongoing—while you're running your enterprise, then what figure you would like written on your pay-day cheque in one or three or five or ten years, or more—if you *do* want a pay-day.

I'll talk more about this at Step #21.

For now, make your three shopping lists, then move to Step Sixteen...

Step 16

Create Powerful *Strategy*

What STRATEGY are you going to employ to bring life to your enterprise and your goal, to make it REALISTICALLY achievable?

The first step is to **reverse engineer** your ultimate revenue, or turnover, goal... right down to **yearly**, then **monthly** revenue goals, beginning this month.

Let's say your ultimate goal is to generate £30 million a year... (it could be £10 million, or £3 million or £1 million or £100 million or £500 million, or more, it doesn't matter, the same concept applies).

But let's say it's £30 million, for this example. And let's also say that you want to achieve this growth within three years, and **today** you're turning over £2 million. (Again, you could be turning over more or less than £2 million, it doesn't make much difference.)

At the end of year three, your business is to generate £30 million a year. For end of year two, you set a goal of £18 million, and end of year one, you goal is £7 million.

So from today, to end of year one, you are aiming to grow from £2 to £7 million—a 3.5 times growth.

Is this possible?

Absolutely, as long as you can handle it logistically. And if your current facilities and staff cannot handle it, you build logistical growth into your roll-out.

Year one to two, your goal is to grow from £7 million to £18 million—a 2.6 times growth. And year two to three, your goal is £18 million to £30 million—a 1.7 times growth.

This rate of growth is quite readily achievable. We've done it many times with client companies. Many participants of my business-building programmes have achieved similar rapid

growth for themselves.

When you apply the philosophy and strategy I am sharing with you, this level of growth becomes **predictable**, as long as you are willing and motivated to *drive* it each and every day.

And who wouldn't be?

The rewards are glorious.

Step 17

Identify Hidden Sales, Profit And Cash Opportunities

Let's say you employ FOUR main tactics to drive your revenues: you advertise; you have a brochure; you send salespeople; and you have a web site.

Each of these tactics—and each *facet* of each tactic—has inherent, and dynamic leverage opportunity.

An advert is not simply an 'advert'. One advert can out-perform another *of the very same size and cost* by up to hundreds of percent.

The headline, the body copy, the sales story, the guarantee, the call-to-action, the publication, the page position **all** make your advert more or less likely to pull a worthwhile response. The difference—up or down—is multiples of ten.

Yes, advertising is a **science**. A high leverage science.

The same is true of brochures, salespeople, and web sites—and every other revenue-generating activity ever used in business.

The first thing I do when I walk into a client company is analyze their current range of marketing and selling activities. I am seeking opportunity to substantially INCREASE their sales response without increasing their marketing budget.

I am looking for the **quickest, easiest** way to increase revenues by 20 percent, 50 percent, 100 percent, 300 percent, or more.

Here's a current example.

A couple in the landscape gardening business are participants at my *Make It Really Happen For Your Business* programme. Before the programme, they were running ads in specialist gardening publications and receiving a fairly poor response—three, four, five responses per ad.

That's expensive advertising.

And it's snail's pace business growth.

I helped them rewrite their advert. It now has a compelling headline, benefit-filled body copy with a tempting plant-collection offer.

They tested one insertion in *Gardener's World* magazine. That single ad has so far produced over 240 responses. It's already made a profit on its cost—something the couple have never before achieved—and the continued buying from these new customers—the lifetime value—will carry on to produce a gloriously high profit on the money invested in that single ad.

I can give you hundreds of examples from my private files—I haven't got enough pages here. **Call my office on 0800 731 3198** for suggested materials and programmes you can invest in that give you the knowledge and methodology you need. When you apply these methods and techniques to your own business or profession you also can achieve this level of higher and accelerated response, or greater than this.

You can begin the process immediately. You'll see meaningful, measurable results in just weeks, sometimes days.

'Hyper-gearing' just a handful of marketing and selling activities will predictable increase your sales and profits by worthwhile degrees, often by multiples.

With the few improvements to just their one advert, the landscape gardening company increased their customer acquisition rate by more than **4,800 percent, from 5 responses to over 240.**

This kind of increase is commonplace when you understand how to hyper-gear response to every marketing and selling activity you employ.

Step 18

Increase The Size, Frequency and Coverage of Your Most Effective Marketing Activities

The minute a particular marketing manoeuvre is demonstrating its effectiveness, **increase its activity**.

I advised the garden landscape company to increase the size and frequency of their advertising in *Gardener's World* because both the publication AND the approach we used in the ad has proven its effectiveness.

One of the simplest, yet most underutilized methods of rapidly growing any business, is to immediately **increase** successful marketing activity.

Continually **drive** response up, up, up.

Failing to take advantage of this gearing opportunity is a bit like driving from one side of the world to the other in first gear. You would never dream of driving *one* mile in first gear, let alone *thousands* of miles. If you did, you'd make your journey impossibly slow, tedious, and you'd wear out your engine before getting even near to your destination.

Of course, as soon as your vehicle gets up to speed in first gear, you shift to second gear, then third, fourth and fifth. That's the only way it is able to reach full speed. And the only way the engine is able to run efficiently, and power the vehicle effectively to your destination.

Use this same principle in powering your business. Carefully, yet continually **step-up** each of your most successful marketing activities.

Increase the size and frequency of your adverts, and test the same ads in **additional targeted** publications to increase coverage.

Increase the coverage of mail shots to additional, targeted

lists. Increase your use of referral generation. Take on more telephone and / or field salespeople, and have them trained **thoroughly** in your most effective sales approach. Increase the size, frequency and coverage of your brochure or catalogue.

And so on.

Become more and more and more **prolific** in your marketing activity—smart marketing activity—‘smart’ meaning *response-evoking*—**demanding** trackable, measurable and maximized RETURN from every pound or dollar you put into the marketplace.

Step 19

Thousands of Your Ready-to-Buy Customers Are *Confused* and *Mistrusting*

Your great opportunity—particularly today, with competitors everywhere you, and THEY look—is to become the trusted market leader and advisor. The moment you position yourself and your business as trusted leader and advisor, you gain the market's **attention, trust and custom.**

Instead of *selling to* your customers and prospective customers, engineer it so that THEY come to you to buy.

You might say, “Well, I do this already. I advertise. I make sales calls. I send brochures. I have a web site.”

But if you take a harsh look at those ads, sales calls, brochures and web pages—and every other marketing tactic you employ—aren't they for the most part trying to persuade me to buy?

A far greater and more profitable opportunity lies at your feet. It is this.

Stop SELLING, and replace 'selling' with informing, educating, advising. People dislike being SOLD to. They yearn to be informed, educated, advised.

The moment you **invert** your entire approach from that of 'putting out a selling message' to 'making available an opportunity for your customer to gain a benefit, advantage or superiority', that moment your business will never again compete on a level playing field.

You will almost instantly gain competitive advantage, **powerful** competitive advantage, because your competitors are continually tiring themselves out, and exhausting their cash resources, by SELLING whatever it is they sell.

My greatest successes have been made possible by taking a

little time and trouble to **enlighten** the prospective customer—impartially—in the advantages and **disadvantages** of whatever product, service or treatment I am making available.

That entails longer, more explanatory ad copy, longer sales letter copy, longer brochure copy. It means explaining the **reason-why**—why are you selling what you are selling in the first place? What's beneficial about it? Why this price? Why these colours, times, styles, flavours, materials? Why do you recommend, even **advise** me to buy or invest in **this particular** product or service, rather than an alternative?

Tell me. Because as a prospective customer or client, **I don't know**, and I'll appreciate and more likely respond to the ONE person or company or practice that advises me, and helps me make a wise buying decision.

When you position yourself and your company as impartial advisor, and you truly educate and enlighten the prospect about the particular benefits, advantages or superiority of what you are selling, you become a trusted expert in your field.

Most customers prefer to buy from the expert.

Step 20

Your Key To Riches: *Front End* versus *Back End* Marketing

One of the greatest secrets of my success in taking virtually any company and accelerating its performance by 2 or 5 or 10 or 20 or 30 times multiples in relatively short order, is my understanding of what goes on in the customer's mind when a sales message is presented to him or her.

It's a deep and fascinating study. When you understand it and **apply it** to every marketing move you make, it bears great sales fruitage for your business or practice.

The most important thing to realize is this: A prospective customer or client feels **AT RISK** before he or she knows—through the buying experience—that what you **PROMISE**, and what *result* your product, service or treatment promises to deliver, actually will turn out to be the experience.

How can a customer know, before actually **experiencing** the result you promise? Every business on earth promises wonderful results; unfortunately only the minority deliver at a reliable or astonishing level.

Now look what happens when a customer *does* receive the promised result from whatever it is you sell to him or her.

That person becomes a trusting, willing and active **ongoing customer**, and provides you with a flow of additional sales and profits over a good number of months and years, normally.

The fact is, the largest proportion of every marketing and selling pound or dollar you put into attempting to acquire new customers or clients is wasted. It has little or no effect. It is falling on either deaf ears, or mistrusting ears.

So you have an interesting frustration.

You know what you sell is good or even extraordinary value. Your *existing* customers or clients, on the whole, are delighted

with what you sell them, and the service you provide around it.

Yet you find it is difficult to attract the greater numbers of customers you dearly want. And you find it difficult to differentiate yourself from your competitors, some of whom are doing better than you even though you know what they sell, and how they sell it, is not up to your high standards.

There is a very simple solution. It is one of the key secrets to how I grow a company exponentially.

It is this: Create **two** clearly defined and **different** strategies to grow your enterprise and gain competitive advantage.

One, a front end—*customer acquisition*—strategy.

Two, a back end—*lifetime value*—strategy.

Realize that all the money in almost every business you can name **is at the back end**, not the front end.

In a nutshell, you must—at the front end—make it so endearingly irresistible for a targeted new customer or client to buy from you for the very first time, that they find it almost impossible *not* to.

Then, every marketing pound or dollar you put out, works tirelessly to attract and persuade considerably larger numbers of new customers to avail themselves of your initial offering.

When they **experience** the value you provide, and the caring and attentive service; when they receive the result you promised from whatever product, service or treatment you made available **at the front end**, the majority will appreciate and value you. Their tendency will be to continue to buy from you.

This ongoing buying is the back end. The back end is where all the money is, in practically every business or profession.

One way to achieve front end, multiplied customer acquisition is to make available a **facet** or **segment** or **niche** of your product or service, for a fraction of the usual price.

Don't attempt to make money at the front end.

Be content to gain new customers **FREE** by cutting your margin out of the price and breaking even. Or—if you have the cash resources to invest—be happy to lose money at the front end, in order to acquire hundreds or thousands or tens of thousands of new customers all in just a few short weeks.

Then work the back end intelligently and relentlessly. This is the key to you being able to amass glorious sales and profits ongoing, at a pace your competitors will never understand nor

ever be able to keep up with.

A couple of case histories.

Four years ago, one of the longest established, and most expert dry cleaning organisations in the United Kingdom—*Harry Berger Dry Cleaners and Dyers*—was sinking into the ditch after more than eighty years in business.

Why the decline? The dry cleaning industry is facing a challenge today. More casual clothing is worn today than ever before. Plus advances in textile design mean that a far greater percentage of clothes are now machine washable rather than dry clean only.

That's before you include the sheer number of dry cleaning companies—one on every corner of every town. The margin in dry cleaning is fabulously high, so everyone and their uncle are chasing the money in the dry cleaning business.

All-in-all, the industry looks depressing.

At least, on the face of it it does.

But where there is much activity in an industry there is also much opportunity.

Although the dry cleaning industry *as a whole* is declining, there is so much competition that plenty of room still exists for any smart individual dry cleaner or group to build an extremely successful business.

Competition is good. The more the better because you can bet your last dollar on two things: One, a good, active market place of customers exists; two, the great majority of competitors don't understand what you're discovering about marketing and building great success.

You can gain powerful competitive advantage and ethically 'steal' the majority of your market—the day you understand how to do it, and apply it.

This is what we did with Harry Berger.

I introduced them to the 'front-end/back-end' concept. I helped them create front-end advertising that increased their average response from two or three new customers per ad to over *two hundred* per ad. We created themed offerings at the back-end which quickly began to generate quite copious increased sales and profits.

It brought in—and still is bringing in—truck loads of additional business.

As I write this, the two Berger siblings who now run the company after taking it over from their father thirty-five years ago, tell me the business has *never* done this well at any time in its history, inflation allowed.

They are making more money, having more fun, and reaping greater financial and material rewards than they ever have.

No one deserves it more than Stephen and Malcolm Berger.

But—and it's a BIG 'but'—the basis of their success is the brothers' burning drive to always deliver the very highest value, service and result to every customer who trusts them clean and press their garments.

They work hard to achieve it.

The irony is, they *always have* delivered the highest of high value, service and result.

The missing key was **marketing**. Combine the two, and you build an explosively successful business.

Another industry—the book club industry—utilizes front-end/back-end marketing to virtual perfection. Its whole mechanism is built on this double-edged strategy.

First, they acquire your *initial purchase* with an offer so irresistible you can't help but respond if you're interested in the category being offered.

"Get any 5 of these books for just 50p each!"

Or, "Get these 10 beautiful leather bound history books for just £9.99—usual price £109.95."

Are these clubs making money at the front-end? No. They are losing money. Making money is stage two.

Their strategy is clear-cut: to acquire tens of thousands of new, **targeted** customers at the front end, then make all the money at the back end by making available an ever changing selection of good quality books in monthly catalogues and on-line, now at full price, or nearer full price.

Now that they have captured your attention and evoked your buying response, and impressed you with their service and quality, it is a fairly straightforward job to *retain* your interest and purchasing response.

But they had to *have* your captured attention before they could do anything else. That's the job of the front end strategy. Its *only* job.

One of the most powerful, wealth-producing suggestions I

can gift you here is this strategy of front end / back end.

I urge you to adopt it right away! Work it intelligently and systematically for your particular industry or profession. You will forever profit from it.

Step 21

Time For Your Personal Pay-Day

In most cases, I would advise you to adopt an EXIT strategy that will provide you with a large pay-off for the years of effort and skill you have committed to the building and running of your enterprise.

You can quite readily get up to eight to fifteen times net profit, sometime gross profit, for your business. I find that most entrepreneurs don't have a clue that this is possible.

But it is happening almost every day. My good friend Theo van Dort sold his accounting software business, TAS Software plc, for £9.4 million to SAGE. It was doing just over £7 million in sales at the time of the purchase.

Steve Bennett sold his £100 million turnover Jungle.com to Great Universal Stores for £37 million.

The telecoms industry standard buy-out is 10 times net profit today.

Virtually any business you can name—as long as it has built a tangible value in its niche—is worth up to eight to fifteen times net, often higher.

Think about that.

At the small end, all you have to do is build a net profit of, say, £100,000 and you've written yourself a realistically potential pay-off cheque worth up to £800,000 to £1.5 million, or more.

£500,000 net profit is worth up to £4 million to £7.5 million, or more.

At a larger end, £1 million net profit is worth up to £8 to £15 million, or more.

£10 million net is worth up to £80 to £150 million, or more.

And so on.

This is why being an entrepreneur, and imbuing your enter-

prise with your very highest sense and ability of service, value and result, not only achieves wonderfully beneficial enhancements, advantages, comforts, joys, reliefs to the people or organizations who buy what you sell, being an entrepreneur also provides **you** with the joy and fulfillment of knowing you have tangibly enhanced people's lives in one way or another, *plus* provides you with a glorious level of financial reward that is unmatched by any alternative activity you could devote your time and effort to in this life.

The fundamental keys to this achievement are contained in these pages. Embrace them tightly and make them functional in your business.



Finally...

My greatest wish is that you will now not do yourself the disservice of being satisfied with this message as just intellectual stimulation. That won't result in a thing other than keep your interest for an hour or so.

My wish is that you will now **actually embrace, adopt** and systematically **apply** the powerful philosophies, strategies and methods I have shared in these pages, to your particular business or practice.

Then you will make your enterprise fly. Nothing will be able to stop you becoming the leader in your field, a respected and revered provider of whatever it is you sell.

All the competitors in the world will not have enough power to stop you becoming fabulously wealthy as an axiomatic result of your relentless focus on the prime reason for being in business—to provide astonishing service, value and result to every customer, client or patient—and your success-certain mind-set.

GO and do it!

My very best wishes for your greatest success, fulfillment and wealth.