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# **JUMP...** **And the Net** **Will Appear!**

**How to FORCE YOURSELF**  
**to Become the Very Best**  
**You Can Possibly Be!**

**By T.J. Rohleder**  
a.k.a. "America's Blue Jeans Millionaire"

# **JUMP... And the Net Will Appear!**

By **T.J. Rohleder**  
(a.k.a "The Blue Jeans Millionaire")

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## TABLE OF CONTENTS

INTRODUCTION .....	5
CHAPTER ONE:	
JUMP... And the Net Will Appear! .....	11
CHAPTER TWO:	
Ask Yourself, “What’s Next?” .....	25
CHAPTER THREE:	
Happiness is a Never-Ending Stream of Positive Cash Flow! .....	37
CHAPTER FOUR:	
You Must Create “Exclusivity.” .....	51
CHAPTER FIVE:	
Salespeople Get Paid to Hear the Word “No!” .....	65
CHAPTER SIX:	
When People Are Free to Do As They Please, They Usually Imitate Each Other .....	79
CHAPTER SEVEN:	
Retirement = Death .....	91
CHAPTER EIGHT:	
Constantly Look for Things That Are Hot .....	107
CHAPTER NINE:	
Residual Income is the Lifeblood of Your Business . . . .	121
CHAPTER TEN:	
It’s Better to Strengthen Your Back Than Lighten Your Load .....	133

**CHAPTER ELEVEN:**

Strive to Become the Competitor That You Would  
Hate to Compete Against . . . . . 147

**CHAPTER TWELVE:**

Know What to Do . . . . . 163

## INTRODUCTION:

By T.J. Rohleder

### JUMP!!!

Congratulations on your decision to read this book. After all, most people wish they had more money, but how many are willing to pick up and study a book that can help them do it? Very few.

Yes, most people want ALL of the greatest benefits that life and business has to offer — but they don't want to pay the price to get these things. And they are certainly afraid to take the kinds of RISKS that they must take to get what they want.

And that's the theme of the title [and first chapter] of this book: TAKING RISKS that will ultimately give you the very best of everything you want!

Most people are afraid to do this. They constantly hold back. They are controlled by their fears. THEY THINK SMALL. And they constantly are waiting for 'the perfect time' to take the LEAP OF FAITH that can take them where they want to go. But there's only one problem: There is no such thing as 'the perfect time'... It doesn't exist. And these people LIMIT THEMSELVES and destroy their chances to achieve their biggest goals and dreams.

## **JUMP... And the Net Will Appear!**

You can't afford to do this. And with the tips, tricks, and powerful strategies in this book...

## **YOU WON'T HAVE TO!**

YES, now you can discover the secrets to taking HUGE RISKS without the fear of failure. Just go over CHAPTER ONE of this book and read closely. You'll see. Armed with the powerful principles I'll give you in this first chapter, you can take those big risks and '*JUMP*' and the net really will appear!

All the money you want and need to achieve your biggest goals and dreams is out there waiting for you! Yes, it's out there — RIGHT NOW — as you're reading my words. Where is it? That's simple. It's in the wallets, purses, and available lines of credit of millions of people who are searching for the benefits that YOU can provide to them in the form of various products and services you offer.

It sounds so simple — BECAUSE IT IS!!! Of course, it's NOT easy. And yet, the more you want something, the easier it is to get it. In fact, if you want it BADLY ENOUGH, you'll push yourself harder than you've ever pushed yourself, but IT WON'T SEEM LIKE WORK AT ALL...

So, now that you know where the money is [re-read the above paragraph] — the only question is: 'HOW DO YOU GET IT?' Well, it turns out that the answer to that question is rather simple, too. I'll give it to you in four words:

## **Become A Marketing Expert**

Marketing is the process you go through to attract and

## INTRODUCTION

retain the very best customers who want what you sell. Just get enough people to consistently give you enough money... often enough... for a large enough profit margin per transaction and all the money you want will be yours. Yes, it's that simple! And when you COMBINE that idea with the secrets you'll get in the first chapter of this book, you can make all the money you've ever dreamed of making!

So please keep those simple ideas in mind as you go through this book. Have fun reading each chapter and THINK DEEPLY about how you can use all of the powerful ideas and strategies I'm about to share with you...

### **Here's What You'll Discover In This Book**

This book gives you some of the most powerful business and marketing secrets I've used to generate millions of dollars in my own business. The first chapter is also the title of this book. It tells you how to take VERY BIG, but very calculated risks. As you'll discover, you really can 'JUMP' and the net will appear! Just go through chapter one and get some of our greatest secrets for doing this. Then use the ideas and methods to begin achieving your biggest goals and dreams! Then take the tip, tricks, and strategies I'll give you in the first chapter and use them in conjunction with all of the other great marketing secrets you'll get in the other eleven chapters in this book. Do this and you can be on your way to making all the money you've ever dreamed of making!

*And to reward you for purchasing this book, I have...*



**JUMP... And the Net Will Appear!**

## **A great FREE business-building gift for you!**

Yes, I have a gift waiting for you that can  
DRAMATICALLY INCREASE YOUR SALES AND  
PROFITS! Here's what it's all about: I spent TEN FULL  
YEARS writing down all of the greatest marketing and success  
secrets I discovered during that time period. Each day, I took a  
few notes and, at the end of a decade, I had a GIANT LIST of  
6,159 powerful secrets! This list is ALMOST 1,000 PAGES of  
hardcore money-making ideas and strategies!\*\* **Best of all, this  
massive collection is now YOURS ABSOLUTELY FREE!**  
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## INTRODUCTION

TOUCH with you... and do all I can to help you make even more money with my proven marketing strategies and methods.

*So with all this said, let's begin...*

**\*\* WARNING:** This complete collection of 6,159 marketing and success secrets contains MANY CONTROVERSIAL ideas and methods. Also, it was originally written for MY EYES ONLY and for a few VERY CLOSE FRIENDS. Therefore, the language is X-RATED in some places [I got VERY EXCITED when I wrote many of these ideas and used VERY FOUL LANGUAGE to get my ideas across!] so 'IF' you are EASILY OFFENDED or do NOT want to read anything OFFENSIVE, then please do both of us a favor and DO NOT go to my website and download this FREE gift. THANK YOU for your understanding.



## CHAPTER ONE

### **JUMP... And the Net Will Appear!**

- ✓ Make the commitment first.
- ✓ Set the deadline!
- ✓ Run the ad — then scramble to put the fulfillment together!
- ✓ Make BIG PROMISES to groups of customers — and then scramble to make them real!
- ✓ Do whatever you can to force yourself to do more!



# JUMP... And the Net Will Appear!

The most successful entrepreneurs operate under the *carpe diem* principle: you have to seize the day. **You can't be overly analytic or too cautious; instead, be bold, brash, audacious.** Make the commitment first, set the deadline, run the ad... and then scramble to put your fulfillment together. Make big promises to your customers, and then hustle to make those promises a reality! Force yourself to *do more!*

This is such a powerful principle, because many people in the business arena are waiting for the perfect moment to strike. **They want to have everything figured out before they move a muscle, and so they spend a lot of time planning. Part of that is because they're scared.** They simply don't want to fail, and they somehow believe that if they just plan everything out very carefully, that's ultimately going to lead to success. And I have to admit, there's some truth to that. **You *should* have a plan... but it doesn't have to be much of a plan.** And I'll tell you why: First of all, **your best ideas happen when you're in the thick of the moment, when you're in the flow of it, when you're deeply committed, and when you've got a lot of pressure on you.**

I've already described how we handle things here at M.O.R.E., Inc. **You make the commitment first, you run the ads, the leads come in, and you scramble like crazy to put it**

## **JUMP... And the Net Will Appear!**

**all together.** I've found that the best ideas come when I'm fully immersed in the process, sometimes even when I'm backed up into a corner. Because you see, **all the planning in the world won't protect you from one big truth: that often your biggest problems—and your biggest opportunities—arise from things that you could never have anticipated during the planning stage.** The best ideas pop up when you're in the process of promoting your products and services, trying to fulfill those promises, and testing a lot of different things to find out what works best and what doesn't work at all. You can't do any of that when you're just planning and trying to prepare for every contingency in advance. **First of all, you can't prepare for every contingency, since you can't foresee everything; and second, the answers you come up with must evolve and revolve around the marketplace.**

If you try to figure everything out from the beginning, one of two things will happen. First of all, you're going to severely limit yourself; because as I said, the best ideas occur when you're in the testing phase, when you're trying a whole bunch of different ideas and looking for what's working the best, so you put more time and energy and money into those things, and develop them to their utmost. If you try to plan everything and then try to stick to your plan, instead of what the marketplace tells you, things will soon fall apart. **You *have* to let the marketplace tell you what to do and what not to do. You can't try to fully prepare for that in some planning session, or you'll limit yourself.** No marketing plan survives contact with reality anyway!

**Too much planning can also result in the “paralysis of**

## CHAPTER ONE: Jump—and the Net Will Appear!

**analysis” phenomenon: marketing vapor-lock.** You sit there trying to figure everything out, and you end up scaring the crap out of yourself. Now, the last thing I want to do here is come across as self-righteous, because I’ve made this mistake myself repeatedly. I’ve had good ideas and then thought about them too much, planned them too much—and then, after all that planning and thinking, I chickened out. I’ve learned that the best thing to do is just throw the ads out there, and be willing to lose some of the money I spent on the project... even all of it. I’m not saying you should go whole hog on something new and untried; test it first. **As long as you’re testing small, you’re not going to lose a lot of money. So yes, you *can* do things to limit your risks.** I’m not talking about being wild and crazy and totally reckless. If you’re careful, you can be bold and audacious without blowing the whole thing up. You can always readjust. You can always pull back.

I recently read about a billionaire in *Forbes* whom I think encapsulated the entrepreneurial attitude and methodology in one pithy quote: “You build it, you push it until it breaks, then you fix it, then you push it until it breaks again.” **You keep that process moving forward, endlessly repeating. You build it and push it till it breaks, then you fix it, then you build it and push it till it breaks again. That’s how you grow.** You’re testing ideas along the way, you’re finding out what works best, and you’re constantly evolving old products and services and promotions into new products and services and promotions. Each becomes better as you go along.

It’s a terrible, tragic mistake for you to think that you’re somehow going to figure everything out from the beginning. I



## **JUMP... And the Net Will Appear!**

can guarantee that you won't; and to even try is far too limiting. **You're going to figure things out when you make big, bold promises and then have to fulfill them—even though, at the outset, you may have only a hazy idea of how you're actually going to do that.** You're not lying to people, because you do have some idea of how you're going to fulfill the promise through some product or service or combination thereof. But you certainly don't have it all figured out! And as you struggle to fulfill, your best continues to get better.

**Here at M.O.R.E., Inc., we do things to consciously put ourselves under the gun, to put ourselves under a lot of pressure.** As I write this, for instance, we're working on a special promotion where we started out with just a basic idea of the final product. We mailed a bunch of direct mail lead generation sales letters, and they're all starting to hit right now. Just in the last few days, we've gotten about a hundred leads. Once those leads started trickling, the pressure was on!

I started thinking it through, and realized that I didn't know yet what I was going to do. I'd been working on other projects, and I just kept procrastinating on this one. Well, every day that I procrastinated, more leads were coming in! So now my back is up against the wall. The pressure is on. Those people are expecting a lead fulfillment package, which I'd already partially put together. But there's a lot of other stuff that I *didn't* have put together, because there were a lot of decisions to be made. I just didn't know what to do; I was confused and frustrated.

I made a commitment that I was going to get that lead fulfillment package out by the end of this week, so every hour counts. With every hour that passes, I figure a little more out. It

## CHAPTER ONE: Jump—and the Net Will Appear!

helps that I've been doing this for more than 20 years; I've got a little confidence built up. **The ideas just start growing, and grow a little bit more, and they start becoming stronger.** Now the sands of the hourglass are starting to run out and, as the pressure mounts, it becomes increasingly important for me to get those leads fulfilled right away, because that's part of what you have to do if you're going to convert the largest percentage of leads to sales. **The pressure is on, and as I work on it, I start understanding what I need to do more and more.**

**All the confusion I felt four and five days ago has pretty much evaporated. I've figured it out now. I was forced to do it, though.** I put myself under pressure to do it. If I'd just waited until I had all this put together, and hadn't even sent out any of the direct mail packages until we had all the lead fulfillment done and we knew exactly what we were going to do, I might have monkeyed around with that thing forever. **I jumped, and now the net is appearing! I've taken the leap because those 100 leads are not just numbers to me. They represent real people who are waiting for their package.**

And by the way, these are leads who paid \$48.75 to get that fulfillment package; they're not free leads at all. We've asked them for that amount because we want to upsell them a package that costs a couple of thousand bucks. **They're waiting for their packages to arrive, and so I'm figuring things out as I go, and as the pressure mounts the ideas become clearer. I've backed myself into a corner and I'm fighting my way out!** Now, think about that. It's a great visual representation for what we're trying to describe here. **The whole idea of "jump and the net will appear" is a metaphor**

**JUMP... And the Net Will Appear!**

**in and of itself. This is something that scares a lot of people, because they don't want to move until they have it all figured out.** Well, I'm here to tell you that you figure it out as you go. Instead of being afraid to do this, you really should think of it as liberating.

To me it's exciting, it's fun, it's challenging. **The best ideas come as you move forward.** The hour is now approaching when I have to get this thing done. I have to work all night tonight, because I've got to have it ready to go first thing in the morning. The new ideas are starting to flow like lava from an exploding volcano!

Again, the best ideas happen as you're moving forward. **Everything evolves.** We have active programs in our Advertising and Management Services that we're always striving to improve. We're always looking for new things to offer, new angles, new ways of doing a better job. **We take the ideas that work best, and incorporate them into our newer services. Our programs continue to get better and stronger.** We're just figuring it out as we go, but the important part is, we're going! We're not sitting around waiting. We're not sitting around trying to over-analyze any of this. We're moving. Sometimes certain problems occur, and we have to go back and make things right with small groups of customers here and there. It's not a perfect system by any means, but it's a lot more perfect than sitting around over-analyzing everything and trying to make sure everything is perfect before we make a move. There's no way we'll find all the problems and formulate answers to them before we even get started. That's not going to happen.

When I think of this concept of "jump and the net will

## CHAPTER ONE: Jump—and the Net Will Appear!

appear,” I sometimes think of the old circus act of the diver jumping from a height into a tiny pool of water. To those of us on the ground, of course, it looks like your average aboveground swimming pool, maybe 10-15 feet wide; but to the jumper up there, it’s got to seem tiny. Then they take their leap, and of course they flip and twirl and spin and twist before they get there. But the closer they get, the bigger that pool starts to look. As they approach it, it gets bigger and bigger until finally they splash down and they’ve successfully landed in the water; they’ve hit their target! **I think this concept of “jump and the net will appear” works the same way, in the sense that the target becomes bigger the closer you are to it.** In the early stages, things seem distant and fuzzy, and the target is unclear. But you still have to make that leap! And then, as you draw closer to the target, you see how big it really is.

Our friend Russ von Hoelscher tells a story about a gentleman he was doing some consulting with quite a while back; I first heard this story at least 15 years ago. Russ came to find out that this gentleman had set up an office and was ready for business—he thought. He’d spent \$100,000 and loaded up the office with cubicles and work stations, and had all the computers up and ready. He had the phone lines in and the fax machines in place, and it was just a beautiful setup. He’d even hired employees. Anybody would be envious of this office and the way he’d organized it. **There was just one problem: he had no idea what he was going to sell, or who he was going to sell it to!**

Obviously, there’s something wrong with that picture. One lesson here is that it’s critical to know who you’re going to sell to and what you’re going to sell before you ever start worrying

## **JUMP... And the Net Will Appear!**

about your office and how you're going to take orders. It's also an excellent example of trying to get everything just right before daring to go into business. **The guy was so worried about the detail that he forgot all about the big picture... and his business venture just fell apart because of it.** That's an extreme example, perhaps, but it's illustrative of this natural tendency in business to try to get everything figured out in advance, to make everything perfect before you jump. He just took it too far.

But that's not too surprising, I suppose. We're all about safety, right from the time we're born. We've got our parents telling us, "Be careful! Don't do this... Don't do that... Watch out! Look up! Fore!" **From the beginning, we're taught to be careful and we're taught to plan.** We learn in school that a good working man will get a job and save and, if he's lucky enough, someday he'll get a gold watch when he retires. If you've saved your money right and you've invested well, then from age 65 until you die you can do nothing and waste away and that's the American dream, isn't it?

**Well, this strategy of jumping first flies directly into the face of that upbringing, and challenges you to really think about the strategy you use for bringing in customers.**

Because what we're saying here is, don't plan too much before you jump! And then, after you do jump, as you're scrambling to succeed, the net will appear. **What that means is that you have to make the commitment, and then get out there and make it happen.** In our business, one of the best things about that strategy is that deadlines—the fact that you have orders coming in—forces you to get the fulfillment package ready.

## CHAPTER ONE: Jump—and the Net Will Appear!

Now, our business might be a little different from yours in this regard, at least in some cases. You may have it all figured out in advance this time, or maybe you're selling some kind of a tangible product or something you've got stocked in your warehouse. Even then, however, this strategy could probably work for you.

**In our business, we sell mostly paper and ink.** Usually, we have an idea for a certain kind of product or a service, and we can sell it before we finish it. **We can know whether we've got a winner before we spend a lot of time and money putting the product together.** In a situation like ours, if you make some sales but the product doesn't do well, one of two things happens: You can say, "I apologize, sir. Here's your money back. This project did not come together like we hoped it would. We hope to be able to continue serving you in other ways." **You back out, give the refund, and go on.** The other route is that it doesn't get done in time, and you have to issue some letters that tell people you're behind the deadline and that you apologize and you're still scrambling to put it all together, and here's a gift for their trouble, and you hope they're patient with you while you finish the project. Or you make some other arrangement to provide something else of similar or equal value to them. You do things to just move on and keep moving forward.

That's the strategy for maximum productivity and maximum success: **You force yourself to do more by way of just doing it.** Waiting for perfection usually results in inactivity, because perfection never comes. The more you expect or hope for things to be perfect, the less likely you are to do them. Those kinds of expectations almost always fall short or fall flat.

## **JUMP... And the Net Will Appear!**

You never achieve them. So don't wait! Jump... and the net will appear! **Make the commitment, run the ad, get the customers, start that process, and then, as you get closer to the water, or as you get closer to the net, you'll see more clearly the deadline, the goal, the end result, the target that you can aim at and hit!**

**This also goes well with the strategy called "Ready, Fire, Aim!" You go ahead and shoot, and then adjust your course as you go, like an airplane flying cross-country. You make a lot of minor alterations on your path to your destination. An airplane has to make all kinds of adjustments due to weather and other conditions on the ground and in the air; well, it's the same for business. Fire and then aim. Make all the adjustments you need to hit the target, but rest assured the target will appear. Your ability to hit it is determined by all the steps you take after you've fired the shot.**

Earlier, I mentioned the gentleman who spent a fortune to set up an office and hired employees before he even had any idea what he was going to sell. He had things exactly backward, trying to line up his aim so perfectly that he never got around to firing and, in fact, never even thought about his target. I actually know this gentleman... and the last time I spoke to him, about six years ago, he was still going exactly nowhere when it came to business. I've met him twice now, and he seems to be a fine gentleman in every way, but he definitely had it all backwards. He's worked for successful companies. He knows what a successful company has to look like. That convinced him that he had to have this person and that person in place, and had to have a computer network and all the bells and whistles in

## CHAPTER ONE: Jump—and the Net Will Appear!

order to succeed. **That's fine, but what you really need is a marketplace—a group of people who are hot for whatever it is that you want to sell.**

So many of our customers who are just getting started struggle with one big question that plays like an endless loop in their brains: “What am I going to sell? **What am I going to sell? They're just so confused! What we tell them is to focus on the marketplace.** Find something to sell in the beginning, and develop a list of customers. Once you have those customers, strive to know them in the most intimate way. Spend lots of time thinking about them and what they want and what they like, and what they don't like, and why they buy what they buy. **Try to get inside their minds, behind their eyeballs, to think like they think.** Try to understand them, from an emotional standpoint, better than they understand themselves. **Knowing that people buy for unconscious reasons, you have to become a psychiatrist in some ways, and really get into their heads.**

Once you do that, those questions about “What am I going to sell?” all go out the window. Now your biggest problem isn't what you're going to sell, it's that you've got *too many* products and services you want to sell! Well, that's a better place to be. **Once you're there, you have to try to hone it down, to figure out the best things that are going to produce the biggest profits in the fastest time—and then you jump.**

You have to take those risks, or you could end up like my brother-in-law. He started his business about the same time I started mine. He's figured some things out over the years, but he started out slow. When he got his first personal computer, he'd just spend days holed up in his office playing with spreadsheets.



## **JUMP... And the Net Will Appear!**

Once I was over at his house and he said, “Hey, T. J., look! If I move these numbers over here, look how all these numbers change!” He was just hiding out from life. He should have been out there knocking on doors, calling people up, hustling his services; and certainly he does a lot of that these days, and his whole business now is like night and day compared to what it was back when he used to lock himself in the office and fiddle around with spreadsheets all day. You can plan and plot and scheme forever and not make a dime. That doesn’t pay anything. **What makes you the money is getting out there and testing lots of different ideas, trying lots of different things, and doing everything else I’ve just suggested.**

So take those risks. Jump, and the net will appear! **You will figure things out as you go along. And hopefully, you’ll surround yourself with people who are just as smart as or smarter than you are, and they’ll be part of that net for you.** They’ll help you figure it out. You don’t have to go it alone; ultimately, you can attract enough of the right people into your business, to the point where you can share some of the thinking processes with them. **And let me re-emphasize that jumping boldly into your business can be an extremely liberating experience.** Yes, it’s scary at times, but it’s a roller-coaster kind of scary. There are some frightening drops and lurches, but it’s really just a lot of fun.

So many people are missing out on that fun, because they just don’t want to put their asses on the line. That’s it in a nutshell. They don’t want to take the risk. **They’re too afraid of losing when they should be really focused on winning.** And that’s all I’ve got to say about that!

## CHAPTER TWO

The question all marketers  
must constantly ask:

**What's next?**





# Ask Yourself, “What’s Next?”

One question you have to ask yourself constantly is, “What’s next?” **There should always be something new in the pipeline, because almost all your profits will come from what we call the back-end—repeat business from folks who’ve bought from you before.** That’s the secret to success in nearly every business. Unless you’re on a busy freeway and you have the only off ramp within 50 miles, or you’re located in the Mall of America up in the Twin Cities and have thousands of people passing by each day, then your business is based on reselling to the same people over and over. Period. My favorite example here is the restaurant business, because it’s so easy for people to understand. **We all have our favorite restaurants we’ve been going to for years, the ones we tell all our friends and family about.** We like the food, we like the people, and we just keep doing business with them again and again.

**You’ve got to implement that within your own business, too. No matter what kind of business it is, you’ve got to get people to come back repeatedly.** That’s why you’ve got to constantly ask yourself, “What’s next?” Because that’s what your customers are asking, you see: they always want to know what’s next. **People are insatiable; they want more, more, more. They can’t get enough! So it’s up to you to give them more. All they want is more of what they bought from you already.** The same kinds of things, only a bit different. I’ll talk about that in a minute, but first let’s talk about the insatiability.

## JUMP... And the Net Will Appear!

*The more people buy, the more they want to buy.* That's a profound realization in many ways, and you need to internalize it. Now, admittedly, some markets are more rabid than others; and ours, the business opportunity market, tends to be among the most insatiable. **In fact, let me tell a story from our own company to illustrate this very important principle.** Many years ago, when we were just getting started, one of the first people we ever hired was Randy Hamilton, our bookkeeper/accountant. Randy's a very smart guy, and he knows quite a bit about business. Well, after he'd been around for a week or so and had taken a close look at what we were selling, he said to himself, "Man, I've got to get my resume out there!"

In other words, he was thinking, "This company is not going to last!" And then he got real busy, and business was booming, and we had more work than he could handle. About a month later he snapped out of it, took a minute to catch his breath, and told himself again, "**Man, I've got to get my resume out there. This company is not going to make it!**" He kept doing that for the first year or two, and then he just forgot about it. **Of course, we did make it! We've been in business since 1988.**

**When he looked at the products and services we were selling, what he didn't realize was that he was looking at them through his eyes—not through the eyes of the people in our marketplace.** What he failed to appreciate at the time is that our customers are, in fact, insatiable. They simply can't get enough—and he didn't know that. He just thought somebody might buy one of our products or services, and that was going to be it. That's rarely the case in our market, though. But of course, we weren't just waiting for customers to come back; we were out there re-inviting them to come back again and again.

## CHAPTER TWO: Ask Yourself, “What’s Next?”

You absolutely *have* to do that! **With competition being as fierce as it is today, you’ve got to constantly re-invite your customers to come back.** The easiest, fastest, and simplest way to do that is to always give them something new. Always have something novel, different, and exciting on hand. People want to do business with companies that are always on the go, that are always moving forward, that are always striving to make things better and better and to serve them in a higher way.

**Basically, all people care about is what’s in it for them... and they’re always looking for something new and better and different. It’s up to you to give them those things!** But beware: **if it’s *too* different, you’re going to scare people.** So it’s got to be very similar to what they bought from you the first time, while at the same time it has to feel and look a bit unique—so that it has that quality of newness attached to it. **Consider some examples from the real world, like cars.** Look at the Ford Mustang. The newest Mustangs look more like the original Mustangs from the mid to late ‘60s. There for a while, in the ‘70s, they started changing the design a little too much—but now they’re back to something like the original design. It looks like a Mustang again... but it’s a bit different. Or think about the new Corvettes that look like the classic Corvettes. Again, they monkeyed with the design for a while, but then went back to what worked in the first place. There *is* a newness about their design; and of course the technology under the hood has changed, and they’re better in every other way.

**Another great example: rock bands.** Many of the most successful bands have a sound that’s unique to them, and you hear it in almost every single song on almost every single album. If the band tried to change it up too much, they would

## **JUMP... And the Net Will Appear!**

lose their audience. That's exactly what's happened to some of the rock bands I listened to when I was a kid. There was a real popular rock band that I loved when I was in high school called REO Speedwagon. In their first two albums, they had a signature sound, they built a fan base, and they toured the Midwest a lot. They had a lot of rabid fans... and then they got greedy. (This is me talking as a fan, now.) They started looking at the wider audience that they weren't reaching—and they changed their sound. They did it to attract a wider audience, no question about it. They had some good years, but lost a lot of their fans like me. We all went by the wayside, because we liked the sound of their first two or three albums.

A lot of the rock bands that have been around for 30 and 40 years have been far more cautious. **There's not a lot of difference between their albums, and yet they continue to sell bazillions of them.** That's bazillions with a "B" simply because they're giving their customers something new, but something very, very familiar at the same time.

We do this with our company, too. **We have an advertising and management service that's on its seventh generation right now; that is, it's the seventh major overhaul we've done on it.** We're continuing to change it constantly. We have turnkey distributorships that we've been selling since the late 1980s; of course, we've changed them a little. We've continued to improve them and we've added new features, but they still offer the same great benefits. That's really what people want—the same benefits, whatever those benefits might be. They're comfortable with whatever they bought the first time. That being the case, **you've got to figure out how to just give them the same thing over and over.** Just

## CHAPTER TWO: Ask Yourself, “What’s Next?”

keep adding some new stuff to it and keep making it a little bit better. I know that can be hard for an analytical person to really truly appreciate and understand, so my best advice is to start paying more attention to how other companies are doing it. **Get on their customer lists, start buying their new stuff, compare it to the old stuff, and you’ll get a good feel for how they do it.** You’ll develop your intuitive knowledge of what I’m talking about here.

Never forget this: because your customers are always looking for something new, something different, something unique (if mostly familiar), **if you don’t give it to them, someone else will. You’ve got to constantly re-invite them to do business with you so they *won’t* go elsewhere.** People like to do business with the companies they’ve done business with before—and you have an obligation to give them what they want the most.

**Unfortunately, the question of “What’s next?” is one that I think a lot of people wait too long to answer.** Usually the way it works is, you’ve got a promotion that’s going well; you’re rolling in the dough, and you feel there’s no need to plan. You’re living in the moment, you’re buying all kinds of things you never had the money to buy before, and business is booming—until all of a sudden it’s not. All businesses have cycles; they’re up and down and all over the place. There are times where you suffer through a recession or a downturn in your business economy, and there are other times where you’re living high on the hog and things are going as well as you could ever expect.

The wise marketer always plans for those downturns. **A wise businessman doesn’t live too high when things are**



## **JUMP... And the Net Will Appear!**

**going well, and always puts money away in the “rainy day” fund.** That way, when things are bad, he can survive the storm. Most of us don’t live that way, though. Usually, when business is booming and we make a lot of money, we go out and blow it. We get used to the way things are during those high seasons, and we never plan for what’s going to happen next.

**Here at M.O.R.E., Inc., we’ve always looked ahead to the next big thing.** Doing that will help you weather any storm, and tide you over when the wave you’re riding collapses. **All good things come to an end; any promotion you have will bottom out at some point.** If you’re not ready to plug something else into the system, you’ll be left high and dry, saying, “Oh man, I wish things were like they used to be! I’m not really sure how to get things back there. I didn’t plan for this.” Asking the question “What’s next?” will prepare you for those inevitable downturns.

**While considering the possibilities, don’t lose track of the fact that people are looking for the same benefit over and over again.** I think this point bears repeating, because too often, people get too caught up in whatever it is they’re selling. One of the things we teach is that the marketplace is more important than the product—that you need to be more focused on who you’re selling to than on what you’re selling. **Any specific offer can come and go, but your marketplace will stay largely the same.** Realizing at a deep level that people respond to the same benefit repeatedly gets you back to the heart of focusing on your marketplace, because **no matter what marketplace you’re in, people respond to the *benefits* you promise them—not to the product or service per se.** They don’t understand the deep psychological reasons why they’re responding to your offer, but

## CHAPTER TWO: Ask Yourself, “What’s Next?”

it’s true nonetheless that they’re responding primarily to the benefits. Once they’ve identified a benefit they want, they’ll respond to any offer that delivers that benefit.

That’s not to say that they’re monolithic somehow, or mindless zombies driven by inexplicable urges. People do think about what they buy, and **they typically buy things from people they have good working relationships with**. Still, but on a psychological level, they’ve proven that they look for certain benefits; and once they’ve identified a product or an offer that delivers that benefit, they’re going to buy again. They may buy from you or they may buy from somebody else, but they’re going to buy again because they seek that benefit out.

**And again, the more they buy, the more they want to buy.** Most people in most marketplaces are insatiable. Their desire to buy is like the itch you have to scratch... but one you’ve scratched it, it keeps itching, and you tend to try to avoid it, but you can’t help it; and so you scratch it again, and all of a sudden you’re digging at it and you’ve gotten quite sore because you just can’t stop scratching! This reminds me of kids who’ve had chickenpox; as much as you tell them to stop scratching it, there’s just that urge, and they can’t help themselves—even though you tell them it’s not good for them, and they need to avoid it. You know what I’m talking about here.

It’s the same thing with people’s desire to receive the benefit they’ve “scratched” before by responding to it. **Once they respond to that benefit, they want more of it.** Now, you might think that once someone who’s looking to make money has purchased one business opportunity, why would they need another? Well, it doesn’t work that way. The same thing is true

## **JUMP... And the Net Will Appear!**

in the diet industry. Why would someone want to buy another diet product once they've bought one that works? You would think they'd have no need for another. Someone who's trying to build muscle tone doesn't really need yet another exercise machine, do they? Of course not. **They buy for psychological reasons.** Once they've identified a benefit, they continue to buy other things that provide that benefit. **And so, you have to look at the benefits that your marketplace responded to the first time, and then ask yourself how you can give them other products and services that provide those same benefits, but in a slightly different way.**

Earlier, I mentioned that musicians often use this formula. So do computer manufacturers, such as Apple. Chris Lakey has a Mac Book Pro that's a couple of years old now, and he also has one that's just a few weeks old. They look identical to the casual observer; there's only one way you can tell them apart when they're sitting there closed, and it's a very minor way. But inside, what's different? Why would Chris's two-year-old computer be any different from the new one? Why does Apple need to sell one today that's different? They've actually had several versions in the past two years or so. Why? Well they're giving people the same operating system, mostly. They've made minor adjustments to it. Some of the internals are a little different; the processor in the more recent model is a bit faster. **But mostly they deliver the same benefits. People buy them for that slightly faster processor and newer insides.** They're familiar with the Mac, they like the Mac, and they want the newest one.

It's the same thing with the iPhone. It's only been around since 2006 or 2008, but every year, they come out with a new

## CHAPTER TWO: Ask Yourself, “What’s Next?”

one. If your phone works fine, why would you want the newest one? Well, the newest one has slightly better guts. People are intrigued by that, and they want to pick up the new model—not because they need a new phone, necessarily, but because it delivers the benefits they like in a newer, upgraded fashion. Consumer electronics are like that in general. **You may not need a new one, but the new one will provide the benefits you already responded to in a different package.**

**Cars are like this as well.** Every year they come out with a new model that offers the same benefits as the old model, with (ideally) a few improvements. I mentioned Mustangs and Corvettes earlier. If you’re into a certain kind of car like that, you want the new one because it’s got some new features; but basically, it’s still what you like. It’s that special brand. Let’s say you’re a Corvette buyer. You want to buy a Corvette because you appreciate the benefits of that Corvette; that Corvette’s kind of gotten into your blood and it’s something you identify with. You want the newest model not because you need it, but because it provides the same benefits you responded to the first time, and you want those benefits in their latest format.

So there’s an insatiable nature to most marketplaces that makes many people someone to buy again and again, even if it may not seem, to an outsider looking in, that there’s a need for that purchase. **People buy based on emotional factors, and they buy seeking to receive the same benefits they’ve responded to before. Asking the question, “What’s next?” allows you to stay on the forefront of your marketplace, to continuously be on the lookout for whatever it is they’ll buy next.**

But again, keep in mind that they don’t want something

## **JUMP... And the Net Will Appear!**

completely new. **They want the *appearance of new*.** They want new features, like the difference between Chris's two-year-old Mac Book and the brand new one that's only a couple weeks old, but with the core benefits intact. **They just want a new package, a new veneer, a new shine, a new polish.** They want something new they can point to when their neighbors are looking at their new car in the driveway. They like the way the old one drove; they didn't really want to replace it, but they wanted to have the same benefits in a new package.

**Your answers to "What's next?" will determine your success or failure in your business.** So ask that question often, and answer it often, and continuously work toward providing your customers and prospects with whatever it is that they want, in a new and interesting way. There's so much competition out there, and some of these competitors are pretty aggressive and pretty sharp, and they know how to do things like what we're talking about... always giving their customers new, new, new and staying after them and re-inviting them again and again and offering them all kinds of different but familiar things. **If they're after the same people you're after, focusing on what's next is the only way you're going to stay competitive. You have to fight fire with fire!** Do what they do... and do it better. Stay in touch with people more often and offer them more stuff.

Some of this is very confusing, there's no question about it. I think one of the reasons why people don't constantly give their customers new stuff all the time is because it *can* be confusing and frustrating and challenging. **But if you want to succeed, you just have to accept that this is a part of the process we all have to go through.**

## CHAPTER THREE

**\$ \$ \$**

**Happiness is...**  
a never-ending stream  
of positive cash-flow!

**\$ \$ \$**



# Happiness is a Never-Ending Stream of Positive Cash Flow!

About 10 years ago, two of my staff members, Shelly and Jeremy Webster, gave me this cool little framed, crocheted sampler that reads, **“Happiness is a positive cash flow.”** **That’s so true.** When the sales are flowing and we’re making tons of money, God, it’s such an amazing feeling! They say money can’t buy happiness, but let me tell you when you’re *unhappiest* in business: when the debts are piling up, when you’ve got a whole bunch of bills and you can’t pay them, and you have to let employees go and you’re constantly faced with lawsuits as the money dries up and everybody’s after you. **You get all stressed out, you lose your creative powers and your ability to focus, and every day, you just feel like you just had the crap beaten out of you.**

I’ve gone through this before, more often than I’d care to admit. **I’ve gone through some terrible, terrible times in business. I hope that they’re over for good, but chances are, they’re not.** There’s an ebb and flow in business. There are times when the cash flows in like a raging river, and times when it all dries up and you’re living in the desert. So let’s look at how to keep it flowing, because when business is good, everything is better. **The secret to keeping business good is to have a positive cash flow: more money coming in than going out. And it’s all up to you to create that abundance of cash.**



## **JUMP... And the Net Will Appear!**

**There's no better way to create a positive cash flow than to keep making newer and better offers to your marketplace.** And remember, that marketplace represents all the people you're currently doing business with, i.e., those who are already on your customer list, as well as the larger group of people who *could* be on your customer base that you haven't yet attracted and sold to.

**The very best way that I know of to create lots and lots of cash is to come up with something that's red hot—something that just gets people so excited they practically beg you to take their money.** Babe Ruth, baseball's original homerun king, once said, "Every time you get up to bat, if you just focus on hitting it over the fences, then you can take your time and walk around the bases." **So focus on hitting that ball over the fences!** You don't have to worry about anything, then, because nobody can put you out. And if you've got three people already on base when you hit it over the fence, you've hit a grand slam... and that's all what we're looking for—constantly!

We're always looking for those offers that are so red-hot that people just go crazy over them. Those are the deals where the phone lines jam up, because so many people are calling in at once. Those are the times when people FedEx their orders and payments to you, or jump in their cars and drive for hours to come to your office and give you the money in person—because they're in such a hurry they just can't wait for the mail. Those are the kinds of things that you're looking for. Those are the things that create the most cash flow.

We're constantly looking for that next big thing. **What do**

### CHAPTER THREE: Happiness is a Never-Ending Stream of Positive Cash Flow!

**the people in the marketplace want more than anything else, and how can we deliver it to them in the biggest and boldest way, and still make a nice profit for ourselves?** That's the magic question you've got to tattoo onto your brain. **You have to become obsessed with that question.** Remember, people buy the same types of benefits again and again; but you still have to look for new veneers, new fronts, new ways of presenting those things to people, new ways of getting them excited. That's part of what a hot offer is. It's something that gets people so excited it blows them away. They can't wait to find out more, especially if you're doing it in a two-step fashion where first they have to send for a free Report or make a low-dollar purchase. They can hardly wait to get the materials, and then once they get those materials, they just can't help themselves: they buy right away. **The offer is so irresistible, and it's so hot and so exciting, that it creates cash flow for you. In fact, it's the only way I know of to create an abundance of cash flow.**

Again, people are constantly looking for something new, something better, something different, and something exciting. **It's up to us to give that to them.** I'll admit that it's getting a little harder to do that now. I don't want to paint a dark picture here, but I do believe in achieving a positive outcome with a slightly negative premise... and that just means facing up to the truth. Here's the negative premise: We're living in a time when the markets are over-saturated, more so than at any other time in history, and it's only going to get worse. There's so much competition out there that the average consumer has almost too many choices. As I've said elsewhere, the old analogy of the customer as king doesn't hold true anymore. **In today's world,**

## JUMP... And the Net Will Appear!

**the average customer is more like a child dictator who's used to having everything they've ever desired, and so they're a little bratty sometimes.** Sometimes they're very nice, of course, also like children, but let's face it: if they haven't had their nap and they haven't eaten properly, some little kids can be not so nice, especially if they haven't received proper parenting. Let's just say they can be challenging, and move on from there.

**Your customers are inundated with all kinds of choices these days, and they only have a limited amount of money.** That's part of the challenge that *they* have. Sure, they may have credit cards, but they're probably maxed out. And they *are* insatiable, as I've discussed previously. Once they start buying, they just can't get enough of whatever it is you and your competitors offer in the way of products and services and benefits. Add those two factors together and, ironically, they're more picky than ever before. To top it all off, the icing on this premise cake is that they're also more skeptical than they've ever been before... period. **They don't believe anything anymore.** They've seen all the hype and advertising, and they've built up an immunity towards it. **They don't believe what they read, they don't believe what they hear, and they don't trust anybody—not their politicians, not their religious leaders, and certainly not salespeople or entrepreneurs.**

These are very real problems; I'm not just trying to be negative here. You have to do your best to overcome them. **In order to do that, and thereby create the cash flow you want and need, you have to serve your offerings up to them in a bigger and bolder way than anyone else does.** You have to

### CHAPTER THREE: Happiness is a Never-Ending Stream of Positive Cash Flow!

come up with things that sound new and exciting, and just absolutely blow them away! That's how you create cash flow.

About five weeks ago, as I write this, I was sitting in my accountant's office, telling him that we'd just had a really great month. He knew that, because he'd seen our books. So he asked, "Tell me, T. J., why is that?" I told him the same thing I'm telling you right now: "We had a hot offer. We had something that people went crazy over!" We know when people go crazy over an offer, because again, the phone lines jam up and our salespeople don't have to do a whole lot of selling—they're just glorified order takers, though they won't admit it (because they want their commissions!). **When the sales come flowing in effortlessly, that's how you know you've got a hot offer. It's up to you to create those situations, and they won't happen by accident.** With all the competition out there serving it up, if you want to create the best cash flow, then you have to do a better job than they're doing—and your offers have to be stronger all the way around. It takes more and more to accomplish that these days. That's the reality of the modern marketplace.

**We had a phenomenal month because we had an offer that was just hotter than hell.** We ran it through our entire customer base, we made a lot of money, and now we're putting it out to our new customers—people who have never done business with us before. **So it's back to retooling and retesting, because the relationship we have with people who have never done business with us before is, of course, much different than the relationship we have with our existing customer base.** We do believe it's going to make us a lot of

## **JUMP... And the Net Will Appear!**

money with them, too, but it's going to take a little more time and a little more work, and isn't going to come as easily. But it's still a hot offer! If something really works for your customers and makes you a bunch of money with them, you take that offer and offer it to the outside lists—the customers who have never done business with you before—as part of your new customer acquisition strategy.

I've got a new offer I'm working on right now, and I think it's going to be very hot. I think it's very exciting! **I know enough about what the people in our market like and *don't* like that I think it's going to captivate their imaginations.** Based on past knowledge and experience, I know some of the elements that have to be in the sales materials... and if I leave any of those elements out, it could make the difference between a successful offer that generates tons of cash and just another offer that kind of half-assed worked but isn't nearly good enough to bring in the huge amounts of cash we want, let alone to be usable as part of our new acquisitions promotions.

**So I know that even though this offer is new and exciting, I still have to add enough of that old stuff to keep people interested.** Knowing what to add just comes from knowledge and experience. If you don't have that knowledge and experience yet, then look at your biggest competitors. Which ones are making the most money? Get on their mailing lists! Buy from them! Pay very close attention to everything they send you and all of the stuff they try to sell you, and be objective. You're buying it only for the sake of research, after all, not because you actually want it. **Leave your emotions out of it. Once you do that you can try to emulate them**

### CHAPTER THREE: Happiness is a Never-Ending Stream of Positive Cash Flow!

**accordingly, using their methods as a model for your own hot offers.** That's the best advice I can give you.

We have a friend whose business is struggling. Sadly, this man is barely making it. There have been times, he told me, when his own employees were making more money than he was... and he doesn't pay his employees a lot. Well, I've seen some of the stuff he's selling, and to be honest it's the same old crap he's been selling forever. There's nothing new there. He's forgotten that while **you do have to sell people the same things over and over again, each time the products have to possess that element of newness, that element of something different, of something exciting.** That's why his sales are slowing down so drastically. If you just give people the same old tired crap, it bores them. They get apathetic, and apathetic people don't buy. They're going to move on and find something exciting that somebody else is trying to sell them. When they do, your own cash flow stream will dry up... along with your happiness.

You can't let that happen. You need to maintain a positive cash flow at all times, so you can continue to help people (as well as yourself). **This mostly boils down to whether you can create and profit from hot offers.** That's where most of your successes will arise from, rather than from slow but steady producers (though they have their place). Whether you run a local retail store or a mail order or Internet business, the offers you make are going to determine whether you're heavy or light in the cash flow department. **And remember, in order to create a hot offer, you've got to know your marketplace very, very well.** It's not just about having a good product or service. It starts with knowing your customers intimately, better

## **JUMP... And the Net Will Appear!**

than they know themselves. When you're armed with a good understanding of who your prospects and customers are, you can develop offers that give them more of what they want.

That's easy to say, but not always easy to accomplish. We've been in business here since 1988, and I probably could count on one hand the number of offers we've had that were *extremely* successful—the kinds of offers that made the company so much money so fast that we could say we'd hit on that ultimate grand slam combination. We've had a lot of offers that have been singles, doubles, or triples, and there have been a few walks; and certainly we've had a lot of strike-outs as well. **So it's not just a matter of knowing what you need to do, because there are all kinds of other factors that come into play when it comes to determining whether you're going to have a successful promotion or not.** If you don't have a successful promotion, then you have no cash flow... or certainly not the kind of cash flow you want.

You have to stick with it; you have to try a lot of different things, always keeping in mind that you're looking to provide your prospects with the benefits they want, until you hit on the right combination that results in positive cash flow. **Obviously, cash flow can be based on active income: things you do specifically to bring in money.** You make a sale, you put money in the cash register, and a percentage of that is your profit. Let's say you sell a widget; that widget costs you \$20 and you sold it for \$30, so you made a \$10 profit. And then there's your passive or residual income, which comes in week after week or month after month from selling something once. For example, an insurance salesman might sell a policy and

### CHAPTER THREE: Happiness is a Never-Ending Stream of Positive Cash Flow!

continue to be paid on the premiums monthly.

Or consider your cable TV provider. Lots of people like to be upset at their cable providers for charging too much, and maybe rightfully so, but they've got a good business model. They come to your house, they plug in a few wires, set up your account for billing, pump some channels through the pipeline, and they keep making money month after month. Unless you decide to ditch your cable and go with some other alternative, you're probably going to continue paying their monthly fees—and they don't have to do anything except maybe answer your questions occasionally. There are all kinds of similar examples, not least your phone company and Internet provider.

In your business, you can have the same thing happening for you. **You can set up your business model to sell products and services that have an ongoing monthly fee.** That might include coaching programs, website hosting, or ongoing management or maintenance fees for various services. Think about how you can apply that model to your business, because **adding residual income can build your cash flow without you having to do anything except maintain it, manage it, and try to grow it.**

Let's say you build a positive cash flow business, and you've gotten to the point where you have \$25,000, \$50,000, or \$100,000 coming in every month just from all the residual income. **You're still working on new offers, of course,** but you've got a certain level of cash flow built into your business that's rolling in regardless of your effort. Suppose you did have \$100,000 in passive residual income coming in every month, and say you billed on the first of the month. That way, you



### **JUMP... And the Net Will Appear!**

start out the month \$100,000 in the black. Or maybe that's too big a number for you, because it takes a lot to get there. **So let's say you just started out with \$10,000 in residual income every month.**

**That \$10,000 would probably pay your mortgage and car payments, and would pay to put your kids into a good private school.** It would provide you with a nice vacation every month, if you wanted to take one, and there'd probably be lots of money left over for things like fancy meals and entertainment and nights on the town, buying all the nicest clothes, and giving money to your favorite charity, non-profit, or church. **And all that comes before you ever do anything to bring in new money; that's just automatic, passive income. Think about that!**

We've had seasons when we've brought in a lot of residual income, and we've had some seasons where we weren't promoting it as much. And I can tell you, looking at our bottom line, that things are a lot healthier when we've got plenty of passive income coming in. There are some headaches and hassles associated with it, of course. You have to collect from people. Sometimes their credit cards are declined, or they don't have enough money in their checking account for whatever reason. It just hits them at a bad time of the month, and so you've got to call them up and try to arrange for alternate payment. There are certainly things that you have to do and administer. **You also need a good accountant to track all the money coming in, and of course someone to talk to your customers and work with them when necessary.**

But it's worth it, because of all the money that comes in

### CHAPTER THREE: Happiness is a Never-Ending Stream of Positive Cash Flow!

with automatic monthly fees. **So look for ways to add passive income streams to your business, so you can see your positive cash flow increase.** It can grow every month if you've got a successful, hot promotion. **All you have to do is manage it and keep the bucket full.** There are always holes in the bottom of the bucket, you see; so you bring in new customers to offset the people who cancel, or pass away, or move on to other stages of life that make them get out of your marketplace or stop needing your product or service. **Adding residual income to your business model can help you reach your positive cash flow happiness faster than you might expect.**

And just remember: **it's your responsibility to create that cash flow.** Nobody is going to do it for you, unless you're involved in a joint venture partnership with some really sharp marketers. That *might* be the only exception to that rule. Until and unless that happens, it's all up to you



## CHAPTER FOUR

### **You must create “Exclusivity.”**

- There must be something that automatically separates you — your company — and the stuff you sell — from all the other competitors.
- This “something different” must be very important to your customers — and must be created by you.



# You Must Create “Exclusivity.”

The single, most important secret that has made us more money than all other factors combined is simply this: **you must create what we call “Exclusivity.” There’s got to be something that separates you and your company, and all the products and services that you sell, from all your competitors.** And not only do you have to be different, but you have to be different in ways that are very important to the people you’re trying to attract as customers—at least in the minds of those prospects.

Now, a lot of people might say, “Oh, there’s nothing different about me. There’s nothing different about my products and my services... at least, nothing different enough that it’s going to cause people to really pay attention to my business.” And you’re right: there really *is* nothing that much different about your business, which is why **it’s up to you to create and build that exclusivity, to differentiate yourself from the crowd.**

I own a book called *Differentiate or Die!* I love that title, because **good marketing is all about separating yourself from everybody else. Some people call what differentiates you from everyone else your Unique Selling Position or a Unique Selling Proposition; a USP, either way.** A USP is critical for any business, not least because there are just too

## **JUMP... And the Net Will Appear!**

many choices available in the marketplace these days. There are too many decisions for the average consumer to make, too many messages to process. And there are too many “me too” companies. There’s a line from a Jackson Brown song that goes, “You take Sally and I’ll take Sue, there’s really no difference between the two...” Well, there’s no real difference between a lot of these companies out there; there’s no difference between the products and services they offer. And if there *is* a difference, it’s not enough of a difference to really matter.

Plus, you’ve got all these marketers shouting all at once. There’s more competition than ever before. The markets are overcrowded... and that’s not a negative thing. In fact, I believe it’s a very positive thing. It creates a lot of confusion and frustration, of course, and people tend to suffer from what I call information overload; this is a growing trend where, more than ever, people just feel as if they have more than they can handle. In some ways, that’s a problem. **But if you have a strong enough USP, a strong enough way to differentiate yourself from everybody else, you’ll solve that problem in their minds—and they’ll choose you and your products over all the other choices.** That’s the benefit a USP offers.

Let me tell you a story to help you understand the power of all of this. Chris and I were working with one of our clients this morning. We spent over an hour on the telephone with him; we’re looking at a joint venture situation, and we’re helping him with some marketing ideas. The reason why we’re so excited about doing business with this gentleman is because he has one powerful, dramatic story to tell! Nine years ago he had colon cancer, and the doctors gave him six months to live. He

#### CHAPTER FOUR: You Must Create “Exclusivity.”

was on 32 different medications. His pain was so intense that at one time, he was contemplating suicide. And then he discovered an amazing company out of England that had developed some powerful but little-known nutritional supplements. **Once he started taking them, he slowly got off all 32 of his prescribed medications. He hasn’t been sick a single day since, except for an occasional snuffle here or there.** He has more energy than ever before. He’s 65 years old and just has a *boundless* energy. He gets up at 6 A.M. every morning and he goes to bed at midnight every night—and it’s all because of this nutritional product line that this doctor in England discovered. What an absolutely powerful story! What a way to separate yourself from everybody else and get people’s attention!

I’d asked him a few days before if he had any marketing materials, so in the course of our conversation he read us some of the sales copy he’d written. It wasn’t bad copy at all; in fact, I think a lot of it is useful. But the thing is, he would have used that material as his lead-in, when really, his lead-in should be *him*. **It’s his story that separates him from everybody else. That’s what gives him that differentiation he needs, that “exclusivity” I’ve talked about.** The doctors said he was going to die; they gave him six months to live. He was so depressed, and in so much pain, that he was contemplating suicide. He was on 32 different medications. Then he discovered this amazing product out of England, and it’s been a miracle for him. **The cancer is absolutely gone now, and he’s in perfect health. That should be his USP.** All that copy he read to us is all secondary.

So, why don’t people do more of this? **First of all, they**



## **JUMP... And the Net Will Appear!**

**don't realize how necessary it is.** I've already pointed out that the market is absolutely saturated... and again, that's not a negative thing. That shouldn't be an excuse for you to pull back. **It's an opportunity, because the marketers who stand out tend to grab people's attention and get them interested.** They personalize and humanize the marketplace; and when that's done well, it can make you millions of dollars. **The second reason people don't do this is because they're afraid to.** The fear always pulls them back. It keeps them from sticking their necks out, from getting personal, from using their pictures and telling their stories more, and letting people know these things about themselves.

Look: **people want to do business with people they have something in common with, or whom they feel they can get to know a little.** So you've got to tell them your story. **They want to do business with people they trust, people they believe can really help them—people who understand the pain or suffering they're going through.**

Our new joint venture partner in Georgia has a tremendous story. **People will read his story and identify with all the frustration he went through as the doctors put him on one medication after another.** He was still sick, and he was still in pain, and all the doctors wanted to do was continue to drug him and cut him. They wanted to nuke him to try to kill the cancer. Instead, he found a doctor in England who healed him. **This story sets him up to not only get people's attention and interest, but to build that strong connection with them.**

This single marketing secret has generated a fortune for our company. **From the very beginning, we told our**

## CHAPTER FOUR: You Must Create “Exclusivity.”

**customers our story. We got personal with them.** We told them about all the things we went through—the problems, the frustrations, the headaches, the hassles—the same kinds of struggles we knew our customers were going through. We told them our story so they could identify with us, so they knew that we’d been where they were. **Commonality is a big thing here. It has really built our company, because the commonalities we share with our customers let them know we’re real people.** By contrast, too many entrepreneurs don’t even use their real names, don’t use their pictures, don’t tell their stories, don’t do anything to create that bond with their customers. But that’s what we’ve done. It’s opened the door to long-term relationships with customers who continue to buy from us again and again. It’s personalized us. It’s made us human. It’s separated us from all those nameless, faceless, and personality-less companies out there.

You need to take this page out of our playbook and add it to your own. Don’t be afraid to tell dramatic stories, so that you can find some commonality with the people in your marketplace. Build that exclusivity into your whole company. **Because you see, there’s nothing much different about you until you put it out there!** This is just so important: you can’t let the fear hold you back. People want to do business with other people they feel they know and trust, people who understand their pain. Show them that this is the case. This can really generate a lot of money for you.

One more story: I have a good friend (I’ve known him for over half my life), and about a year ago we started doing some joint venturing together. We’ve tested several different offers to

## **JUMP... And the Net Will Appear!**

my customer base, using him as the front person—his picture, his name. Somewhere in the body copy, it did mention that he's my business partner, and so there was that connection with me. We've tested three different offers now, and let's just say that the response has been less than encouraging. I've been struggling with this, because I know that the models we've been using are proven models that have worked for our company. In other words, I just pulled up sales letters I knew had made money for us and redid them a little for this joint venture; so I knew there was nothing wrong with the sales material. Plus, I knew the list was good, and the offer was good and proven; and I've known all along that the numbers should have been higher. **But there's one thing that I now see as a huge mistake... and that's the fact that I was putting my friend as the front person. They don't know him. They don't know his name. They don't trust him.**

**A lot of our business is built on that kind of trust.** Some people think that because they've got an Internet, mail order, or direct response business, somehow that business is different from every other business. But it's not. It's no different than if you had a brick-and-mortar store, and people were coming in and you were greeting them at the door. **It's all about relationships, and building those relationships—and you build them by establishing a unique selling position and creating that exclusivity that separates you from everybody else.** So don't be afraid to do it! It's an important aspect of your entire business model, and if you get it wrong, you'll fail. Without some level of exclusivity, you're going to miss out on business that could be yours. There absolutely has to be something that instantly separates your company from all the

## CHAPTER FOUR: You Must Create “Exclusivity.”

other businesses selling similar things.

Often people think, “Well, if I can just invent a widget, then I’ve got exclusivity. I’ll be the only one selling my widget, and if you want it, you’ve got to get it from me.” But the reality is that as soon as you invent a widget, all kinds of other “me too” widgets will pop up that essentially solve the same problem or provide the same benefits to the marketplace. So you’ve got to do something else.

**Consider Apple Computers and their iPod.** As amazing as it is, it seems like the iPod has been around for decades. But the first iPod came on the scene in 2001. Now, clear back in 1981, a gentleman in the U.K. filed a patent for a plastic music box. Hmm... plastic music box? Well, that kinda sounds like an iPod! So while Apple came out with their iPods just a decade ago, the concept has been around for a lot longer than that. In fact, there were MP3 players before the iPod, but they were very limited—they could hold maybe 30 songs, at most. **The iPod’s ability to hold thousands differentiated that product immediately, and almost destroyed the market for other music players.**

Today, the music scene is full of all kinds of iPod-like devices; and today’s iPods do more than just music. They play movies and TV shows and support all kinds of apps. **But the concept for the iPod is nothing new, and wasn’t even in 2001.** The iPod itself isn’t much different from all the other plastic music boxes that have appeared over the years. **So what makes Apple so successful? Among other things, they developed exclusivity associated with the iPod.** They have a proprietary music file format, though the iPod can play other

## **JUMP... And the Net Will Appear!**

music files. They have the iTunes software that helps you organize and download your songs to the iPod. They offer the online iTunes Store where you can buy all kinds of products. **The iTunes Store is their proprietary way of delivering content to those iPods; and those files will play only on the iPod and related products.**

So, let's say I have an iPod or an iPhone, and I want to download some great new music. I go to the iTunes Store, I pick some music, I buy it, I put it on my computer, and I sync it up with my device. If I want the latest new movie releases, I can do the same thing. They offer movies, music, TV shows, podcasts, and even a whole section of free educational materials. **All kinds of resources are available there in one store, and you can get access to it all... if you own an iPod, iPad, or iPhone.** Some of it's free content and some of it's pay content, but it's all collected there in one handy, useful store.

By itself, the iPod may not work so well, especially now that other manufacturers have caught up with the technology. It's just another in a long line of plastic music boxes. **But you put it with the proprietary iTunes Store and software, and you've got that necessary exclusivity that differentiates the product.** The iTunes products work hand-in-hand with their iPods, and makes the iPod all the more valuable; and iTunes' exclusivity helps Apple sell more iPods. The reason they sell the hardware is to give them something to put software on. **It was iTunes that made them exclusive—that gave them what they needed to separate themselves from all the manufacturers who sell similar products.**

In this day and age, if you manufacture pretty much

## CHAPTER FOUR: You Must Create “Exclusivity.”

anything in the U.S, the second you get it on the shelves there’s a factory in China reverse engineering it, figuring out how to make one that’s exactly the same but with another brand name on it. **So the idea that you could create something that would have exclusivity simply from the fact that it exists is a pipedream. It’s too easy to knock-off your product.** It’s too easy to come up with all kinds of other products that are similar. So what do you do then?

In Apple’s case, they created iTunes. Now, something like that is beyond the capability of most of us information marketers and similar small entrepreneurs. **We have our names, we have our stories, and we have our brands to make us unique, as opposed to just the products and services we sell.** That’s a 100% guaranteed way to do something different and to *be* something different in your marketplace. No matter what you sell, there’s only one you. People can get your personality, your uniqueness, only from you. **The more you can set yourself apart in your marketplace, the more you can give yourself exclusivity—that creative edge your marketplace is looking for when they choose who to do business with.**

One of the most “out there,” wild characters I can recall was this fellow I used to see on TV who wore a suit coat covered with question marks. Do you remember the guy? His name was Matthew Lesko, and he sold a package of information on how to get government money for anything: to start a business, to go to college, whatever. That was totally a personality-driven business, as far as I was concerned. Anybody can get on the Internet or do some library research and get

## **JUMP... And the Net Will Appear!**

information on how to apply for government grants, but **Matthew Lesko made a profitable business of it, because he collected it in one place and made things easy for people—and he put a personality behind it.**

He was pretty lively, and he created a persona that made you want to do business with him. He had a real tough job, too, given that you could find all this information on your own, for free, if you just worked at it. But it required a lot of legwork, which was one of the selling points of the product. Instead of busting your hump collecting this information, you could just buy his book. And he used his unique personality to drive those sales. He still does, actually, except that he's mostly moved to the Internet.

There are lots of similar situations out there. For example, there's a car dealership in our town that works that way—in fact, a lot of car dealerships do. Their commercials are personality-driven. There's a huge dealership in Wichita where one of the partners in the company acts as the personality behind the dealership, and he's on all the commercials. Any time you see him on TV, it's him portraying the company and it's his personality that's driving it.

**I think the lesson here is that it's difficult to make yourself unique if all you're doing is trying to make your product stand out.** It's possible, but it's hard. It's too easy for other people to replicate what you've done with your product or service, and it's too easy for the prospects, who have all these other options to choose from, to do business with someone else because you haven't differentiated yourself enough.

#### CHAPTER FOUR: You Must Create “Exclusivity.”

Right now, Chris Lakey happens to be in the market for a cheap car he can drive back and forth to work. He’s looking for something as much as 20 years old—but it has to be a luxury car that still has some life in it. So he’s been looking at old BMWs, Lexuses, Acuras, Mercedes-Benzes; something he can pick up for a few thousand bucks, but might have fun tinkering with, and have fun driving the 20 miles back and forth to the office every day. He’s looking all over the U.S. to find a car that fits what he’s looking for. He has an idea of what he wants, and it’s pretty specific. Well, he could go to any dealer if he wanted to pick up a car and say, “I’m not really that picky. I just want a BMW,” or whatever the case may be. If he were buying new, he’d probably do that, and he could buy the same model from any BMW dealer. There’s no real reason to choose one over the other, at least not on the basis of the cars themselves.

Now, some dealerships do offer better service than others, and some are closer to Chris’s home than others. Maybe some are located in the county instead of in the city, so the tax rate is cheaper. There are all kinds of factors to take into account when choosing to buy a car, other than just the fact that you need *this* particular car. So those dealers have to compete for the business based not on the specs of the vehicle, but on what they can do for Chris as he’s looking to buy a car from them. **The point is that in almost every kind of business, the personality of the owner or the entrepreneur behind it is going to be largely responsible for whether you have this feature of exclusivity or not.**

So think about your business model, what you sell, and who you sell to. If people can get the product you sell—or



## **JUMP... And the Net Will Appear!**

something similar that does the same thing or promises the same benefits—from somebody else, then all you have left is the other things you can offer: like your personality, who you are, what you bring to the table, and what you can provide for them. Those kinds of things will determine whether you get more business or not. **So create exclusivity, and offer that “something different” that becomes a vital part of your business and who you are, setting you apart from all your competitors.**

Competition is only going to get worse in the future, not better—but that doesn’t have to be bad news for you. In fact, it can actually be *good* news, because the customers these days are more confused and frustrated than ever. **If you can do things to separate yourself from the crowd, at least in ways that are important to your prospects, your marketing message will cut like a knife through all the noise out there.**

## CHAPTER FIVE

**Salespeople get paid to  
hear the word “no!”**



**A “no” does not mean “no”  
to the aggressive person  
who wants the sale!**



# Salespeople Get Paid to Hear the Word “No!”

**When somebody says, “No,” that’s when the sale begins.** In a marketing environment, you have to accept that the word “no” doesn’t necessarily mean no. In fact, an aggressive salesperson has selective hearing; they don’t really *hear* the word “no.” **One of the things Chris Lakey taught me a long time ago was that “no” really means, “I don’t know enough.”** But you know what? So many salespeople, and so many businesspeople, just give up the very first time anybody gives them any objection at all. This never ceases to amaze me!

I had a salesperson come to the house last week, trying to sell us some asphalt work. We’ve got an asphalt driveway that always needs repair... constantly. All I had to do was tell the guy, “Well, I’ve got to talk it over with my wife,” and basically I asked him if he had a business card. He didn’t. He said he’d come back. But is he going to come back? No, he’s not. You throw a little objection out there and most people just go away—and that’s one of the reasons why so many prospective buyers do it. **Look, they’re busy; but that doesn’t mean they’re not interested. It doesn’t mean they don’t have the money.** They’re just saying those things as a knee-jerk reaction. **A good salesperson will hear the objections all day long, and it doesn’t stop him at all; it doesn’t even slow him down.** He just keeps moving right on through the rejection, because he knows that buyers are liars.

## **JUMP... And the Net Will Appear!**

Now, I don't mean that in a negative sense. We all have only so much disposable income, and we're all trying to hold onto it as hard as we can. That's the nature of the retail experience; it's a game of tug-of-war. You're trying to get the prospective buyer to give you their money in exchange for your products and services, so you're pulling. **They're trying to hold onto their money, so they're pulling back—and whoever pulls the hardest, or keeps pulling the longest, wins.** Oftentimes the person who wins is the one who has all the objections. The salesperson isn't aggressive, so the first time someone tugs—that is, says “no”—they just go away. They don't stay after them. That's a sign of weakness, because the person who wants the business the most is going to get it.

**You've got to be aggressive, you've got to be bold, and you've got to do things to qualify your prospects in advance.** If you can do that, so you know you have somebody who's really serious about what you sell, you're much more likely to make the sale. And by the way, there are lots of ways to qualify a prospect. The easiest way is by asking for a small amount of money on the front end. **Generally, the more money you ask for up front, the more serious the prospective buyer is going to be if they respond.** As long as you have a serious prospect and your profit margins are big enough, then you almost can't spend too much money to make the sale. **You can't follow-up enough, and you can't hear the word “no” too often. Go after them in the most aggressive, creative way possible.** Spend some money. Do everything you can to make that sale.

Here at M.O.R.E., Inc., **we follow-up extensively. We spend a lot of money on that; almost all our marketing is**

## CHAPTER FIVE: Salespeople Get Paid to Hear the Word “No!”

**two-step marketing.** The first step is just what I described: you get the prospect to raise their hand and send for your initial offer. Usually it's a small package that's a chip off of a larger block, if you will. It gives them a small piece of what you ultimately want to sell them. In some cases, you ask for just a little money to get them to qualify themselves. If they have no prior relationship with you, you may want them to spend even more money on a slightly bigger initial package.

Once that's done, follow-up like crazy. That's step two. **We'll follow up with as many as 20 different mailings, each trying to get them to take a next step, to take another action, to do something to move them along.** Plus, we have an excellent sales department that's run by a gentleman named Drew Hansen. It's full of trained professionals who hear the word “no” repeatedly every day of every week. It doesn't slow them down or stop them; they just keep plowing right on through the rejection. Customers say they don't have the money, they don't have the money, they don't have the money... but they're just saying that. What they're really saying is, “It's going to be uncomfortable for me to get the money,” or “I'm going to have to go do something that I don't want to do to get the money,” or “I'm going to have to go ask somebody for it,” or “I'm going to have to go to the bank and take it out or cash in some of my stocks,” or whatever.

Or, as I said earlier, they're simply saying they don't know enough. They're scared. It's an automatic reflex built on fear that causes people to say, “Nope, sorry!” **It's our job to keep coming at them from as many different directions as we possibly can, to tell our story again and again, to get those**

## **JUMP... And the Net Will Appear!**

**benefits out there over and over, and to be redundant as hell.** *Be redundant.* Drive those main selling points home and come at them in different ways: maybe through some direct mail pieces, live salespeople who call them up, or teleseminars. Just keep hitting them again and again. That's exactly what they need! They're not just looking at *your* offer, you know. A good prospective buyer for you is also a good prospective buyer for all your competitors, not to mention all kinds of indirect competition. Plenty of people are trying to get your prospects to give them their money. When they tell you "no," that just means you've got to stay on top of them!

Let me tell you one of my favorite stories here, which has to do with my stepson Chris (no, not Chris Lakey). Chris got married in the summer of the year 2000. He was bound and determined that I was going to wear a tuxedo to his wedding, and I told him, "Sorry, Chris, no way! You want me in a tuxedo? Wait until I'm dead, and you can go buy a tuxedo and have the mortician put it on my body. But until that time comes, I ain't wearing no tuxedo!" He knew better than to argue with me, so he kind of let it go. This was about nine months before he actually got married.

But once or twice a month, he said, "Now, T.J., you know I want you to wear a tuxedo to my wedding." And I would say, "No, Chris, sorry. I'm not going to do it. Can't do it." I kept giving him the "You'll have to wait until I die" speech. But he's stubborn and he's smart and he's persistent, and he cares what people think. He didn't want a picture full of all these relatives, where one person looked so much different from everybody else. If there's this one dude not wearing a tux, then he has to

## CHAPTER FIVE: Salespeople Get Paid to Hear the Word “No!”

tell that story when people ask questions. He felt that would be embarrassing.

Well, he knew better than to argue with me, because I’m stubborn, too, and the more two stubborn people argue, the less gets done. **But he kept coming at me and coming at me and coming at me, testing different ways to encourage me to wear that tux.** He’d say, “Wouldn’t you like to wear a tuxedo just once in your life?” and I would reply, “No, I wouldn’t!” Then he’d come at me with another thing and then another thing; he just kept bugging me, keeping the pressure on, and wouldn’t let go. And then finally, he trapped me. Remember, it’s a game of tug and war; you’re going back and forth, back and forth, until someone stops pulling hard enough. Well, he finally got me to agree that when, in future generations, somebody saw his wedding picture, wouldn’t it be nice if I didn’t look so much different from everyone else? And I said, “Well, yeah, I guess you’re right.” From that point on, it didn’t take long before he had me. I rented my tuxedo and wore it to the wedding, and it worked out pretty well in the end.

**The point here is that he wouldn’t take “no” for an answer.** He knew he couldn’t literally stick a gun to my head and get me to do it, so he had to use a metaphorical gun. That’s exactly what you have to do with your prospective buyers: put them under pressure. Stay after them! Keep bugging them! **As long as you know they want what you’re selling, that they want the benefits you’re providing and they’ve proven themselves serious buyers, then just keep that pressure on!** Keep throwing them up against the wall!

Judge Ziglar, the famous Zig Ziglar’s younger brother,



## **JUMP... And the Net Will Appear!**

once wrote a book called *Timid Salespeople Have Skinny Kids*. When I first saw that book I bought it immediately, mostly because of the title. The truth is, it's not a great book; it's certainly not one of my favorite sales books, and his brother's books are much better. But I love the title! It resonates with me, cause it's so very true. Look, the more aggressive companies always do the best, so you have to continually think about that when you're out there competing. **You *have* to be more aggressive than all your competitors. You *have* to stay after these people harder. You can't take "no" for an answer! You just can't do it.**

So do things to qualify your prospects, by getting them to take some kind initial step that makes it easier for them to say "yes" in the beginning. Do just like my stepson Chris did when he got me to agree on the one little thing related to wearing that tuxedo. He trapped me. **In business, you need to get people to take small steps in the beginning, then have an answer for every objection (that's always important), and build that aggressive follow-up system.** If you'll do that with a spirit of being very, very aggressive, you will always win in the marketplace. That doesn't mean you have to be rude, and of course you shouldn't. But you do have to be aggressive in the sense that you're willing to do everything necessary to avoid having skinny kids.

Earlier, I talked about Chris Lakey's quest to find a cheap used car to drive back and forth to the office. Several weekends ago, he went out and looked at a few cars, and met with three different salespeople at three different dealerships—and they all got his contact info. One of them called him the next day and

## CHAPTER FIVE: Salespeople Get Paid to Hear the Word “No!”

said he’d found something that might work... but he never heard from the other two salespeople. **When Chris walked away because they didn’t have what he was looking for right that minute, they never made any effort to reconnect.** And they should have, because since then, Chris has changed what he’s looking for. If they were to call him, he’d be able to tell them that he wants something different now—and they might just have what he needs.

But there’s no way to know, because Chris isn’t likely to call them back, since he’s busy. If they’d just pick up the phone and call him, they might be able to make some money. He didn’t tell them “no” when he walked away. He told them, “Sure, call me if you get something in.” When he went and looked at their cars, he was looking for a completely different car than he’s looking for today. As he’s learned more, he’s come to a different conclusion about what he needs. **All they had to do to know that, and potentially take advantage of it, was to stay in touch with him.**

That’s one of the most frustrating things about working with bad salespeople. Even if you’re ready to buy something, there may be reasons why you haven’t bought *yet*. If they would just do their jobs, they would make it easier for you to make the decision. **Ideally, salespeople are there to help you; they’re not there to take advantage of you or rip you off.** Certainly, there are salespeople in all kinds of industries who *are* doing unethical things, but in the right circumstance, the *appropriate* circumstance, **a salesperson is there to help you make a decision that you want to make anyway.** They’re not making you buy. They’re not forcing you to spend money you don’t

## **JUMP... And the Net Will Appear!**

want to spend. They're helping you come to the conclusion that you really *do* want what they're offering. They do that by helping you overcome obstacles and hurdles.

For example: one of the salespeople Chris talked to about a car didn't end up getting the sale, but Chris felt like he was at least trying to help him a bit more than the other two Chris had spoken to that day. The salesman found out why Chris was looking at the car he was looking at, and before he let Chris go he showed him a couple of other cars that offered similar benefits, and asked if those would work. **So he was doing his job by trying to find the right vehicle that matched what Chris was looking for, even if it wasn't identical.** That's a valid sales method. Let's say you went onto a car lot and said, "I'm looking for a Chevy pickup truck." They might just say, "Well, we don't have any Chevy pickup trucks," and leave it at that. That would be one way to do it. A better way might be to say, "Well what do you like about the Chevy? Have you considered this model? It's very similar. It doesn't do this, but it *does* do this." **Even if they don't have exactly what you asked for, they can still help you make a decision to buy.**

I think that's where a lot of salespeople get hung up. When they hear "no," they immediately assume that the sale is completely off, when it could just mean that the prospect is uncertain, or needs to learn more. **As I pointed out earlier, the word "no" often means simply, "I'm not telling you I won't buy. What I'm telling you is that I don't know enough to say yes.** You haven't proven to me that I should respond to this offer instead of keeping my money. You haven't given me enough information for me to say that I want to buy this

## CHAPTER FIVE: Salespeople Get Paid to Hear the Word “No!”

product or service.” The worst thing you can do as a salesperson is to accept “no” at face value. Sure, “no” may in fact mean “no”, and certainly there are times where people don’t buy because they’ve simply decided not to. **But often, they’re just looking for more information.** Often, when someone says “no” to you, and you accept that answer, they’ll end up buying from somebody else down the street. So stay involved, stay active.

If those car salespeople would just stay in touch with Chris, he’d be inclined to talk to them. He’s got nothing against salespeople and doesn’t mind hearing from them. In particular, he’s not averse to them calling him and telling him they’ve found something that might work for him. In fact, he’d love for that to happen, so he doesn’t have to go looking for them if he needs more information or changes his mind. **When he said “no” to the three salespeople he talked to, it was simply because he hadn’t found something that fit him exactly—not because he was shutting them down forever.**

It may sound like a cliché, but **each “no” you hear just means you’ve gotten that one out of the way, and you’re moving closer to the next time someone says “yes.”** Sales is just a numbers game. If you talk to a hundred people during the day, you’re going to have a certain percentage who say “no,” and a certain percentage who say “yes.” The rest will fall somewhere in the middle; you need to keep working with them, so hopefully tomorrow some of those people will become “yeses.” It’s all just a matter of letting the numbers play out—and there’s power in the statistics. If you know that during the average day you’ll talk to 100 people and get 15 “yeses,” then

## **JUMP... And the Net Will Appear!**

that knowledge can help buoy you up and keep you moving forward in the face of rejection.

**I have to admit, I'm not very good at rejection, and neither is Chris Lakey. That's why we're in the mail order business: so people can just throw away our sales letters, and we don't have to experience that rejection face-to-face.** I've been a direct salesman, and it's not easy at all, especially if you have problems with people telling you "no." But remember: that rejection doesn't always mean they don't want to buy from you. **There are many other factors that go into whether someone says "yes" or "no."** If you can keep that in mind, and you can remember that "noes" are just temporary on your way to success, and that you will always have more "noes" than "yeses" – then you can accept it all as just a part of doing business. It's that way no matter how you sell: face-to-face, on the phone, via mail order or through the Internet, or however it works. The overall numbers are the most important thing. Don't get too hung up with each individual "no." **It's better to look at the larger picture of how many "yeses" you get.**

**We have a saying that goes, "It doesn't matter how many people you upset, it only matters how many people you sell to."** That saying derives from the fact that rejection is a part of business. It's a part of life, really. We've had mail-based offers in the past where we had 500 "noes" (or more) for each "yes." We knew in advance that our acceptance levels would be low; therefore, we arranged things so that we would profit if only two people out of every thousand bought. That's a whole lot of rejection for every "yes." **How often you'll get turned down, and how often you can *afford* to get turned down,**

## CHAPTER FIVE: Salespeople Get Paid to Hear the Word “No!”

**depends on your model and your profit margins.** Get used to the “noes,” because in business they’re there all the time, but focus on the “yeses.”

**It’s all about the law of averages, and you do have to keep that in mind.** So many salespeople absolutely refuse to keep track of how many prospects they talk to on a daily basis, versus how many sales they make. But you need to do it, and the reason why is simple: **You can’t manage what you can’t quantify. You can’t *improve* what you can’t quantify. You have to know where you are right now, so you can try to do better.** So many salespeople are simply afraid to do this, even though it’s in their best interest to improve, because here’s the reality: You don’t have to be the best salesperson in the world to outperform all of the other salespeople. **What you have to do is consistently make more calls, get in front of more people, and keep that marketing funnel full!** The more prospects you can put in at the top of that funnel and work through your system, the more come out as buyers and repeat buyers at the very end. But people simply don’t want to discipline themselves. They don’t want to know what their real conversion ratios are.

**The salespeople who make the most money tend to be the ones who make the most calls—the ones who put themselves in front of the most prospective buyers most often.** And again, you can do that by using direct response methods, just by getting more sales pieces out there in front of more people. That’s automatically going to increase the amount of money you make. **It’s a numbers game. It’s also a relationship game, to the point where the more you can do to build your relationship, the fewer people will say “no” to**

## **JUMP... And the Net Will Appear!**

**you.** It's easier to make sales to people who trust you and feel they know you; you've already established a bond with them. That's one of the reasons why Network Marketing's traditional format has worked so well for 50 years: because you're exploiting personal relationships with people you already know, and it's hard for those people to say "no" to you.

Our #1 salesperson at M.O.R.E., Inc., out of a group of six, is the one who consistently makes more calls than the rest of them. When you try to tell the other salespeople that, it goes in one ear and out the other. They just won't do it, and it's a shame. In the end they're taking money off the table for their family. **They could be doing a lot better financially if they were just willing to work harder and talk to more people. You don't have to be a great salesperson to succeed in that case; you just have to be more aggressive, that's all.** You don't have to learn any fancy closing techniques; you just have to talk to more people and stay on top of them, and not let go of them the first time they bring up some little objection.

**The more aggressive person will always win in business.** This doesn't mean you have to be pushy; in fact, that's why you have to do everything you can to qualify people in advance. **As long as they're heavily qualified and you really do provide value, then you're doing them a disservice if you don't stay after them in the most aggressive way.** That's the way winners think. That's their mantra. That's their behavior in a nutshell, and it needs to be yours also. Do it, and you'll always make a lot of money when other people around you are struggling.

## CHAPTER SIX

**“When people are free to do as they please, they usually imitate each other.”**

*— Eric Hoffer*





# When People Are Free to Do As They Please, They Usually Imitate Each Other

This comes directly from a quote by Nobel Prize-winning author Eric Hoffer, as expressed in his book *The True Believer*. Hoffer was a brilliant man, and his book is a psychological study of humanity in general, especially in regard to the ways that we respond *en masse* to particular movements and personalities. His thesis is very useful here, because as I've pointed out many times before, **marketing is essentially just a combination of psychology and mathematics. In order to really understand your prospects and customers, you need to get inside their heads and hearts and try to figure out what makes them tick:** why they do what they do, what's behind their motives, and how you can use that knowledge to get them to take the actions that you want them to take.

One of the biggest factors in influencing people is social proof. That's the technical name for it; basically, **it just means that people are greatly influenced by other people. We look around and see what other folks are doing, and that helps us decide what we want to do.** This is especially important today, because people are often so confused now. While it's nice that you can get on the Internet and find the answers to all kinds of complicated and technical things, the fact is that information overload is a serious factor in our lives. There's too much information coming at us from too many different directions, and so many of those messages conflict. We get bewildered and

## **JUMP... And the Net Will Appear!**

frustrated, so one of the things we do is we look around to see what other people are doing. **We listen to what other people are saying, too, and we're greatly influenced by them.**

When I was a kid, I was rebellious. At 12 or 13 years old I started smoking cigarettes and hanging out with the “cool” kids, the ones I thought were tough (although I wasn't, particularly). I felt I was being unique by separating myself from all the other kids... but the truth is, I wasn't being unique at all! I was engaged in a certain psychological situation called “groupthink,” behaving like all the other kids I was hanging around with. We thought we were being different and cool, but really we were behaving exactly alike. We wore our hair alike, we wore the same kind of clothes, we listened to the same kind of music, and we used the same kind of language. So here I thought I was being so different, and yet really I was imitating others—just as Eric Hoffer pointed out in *The True Believer*. The joke was really on me!

You see teenagers doing this all the time, but it happens with adults too. Consider big corporations; each has its own culture. At Apple Computers, people admired Steve Jobs, so they tended to behave like him and took on his traits. Ditto for Microsoft and Bill Gates. When Gates ran that company, he had a tendency to rock back and forth in his chair when he was deeply engaged in thinking. According to books I've read about Microsoft, a whole bunch of people within his company started doing that exact same thing. **In both the Apple and Microsoft cases, people imitated the leaders they admired.**

Here's a personal example. I was once part of a coaching group with a very well known marketing expert, and he had a

## CHAPTER SIX: People Usually Imitate Each Other

habit of stuttering. **I noticed through the years that other people in the group started stuttering a bit like him... and then I noticed myself doing it, too!** Right, wrong, good, bad, or indifferent, we all picked up the habit because we all admired him and listened to him so much. It was the funniest thing.

Now, I didn't graduate from high school; as I told you, I was rebellious, and of course I thought I knew more than my teachers and was smarter than everyone. In fact, at the time, I thought that school was a joke. But I got smarter later on. In my early 20's, I got my GED, and then took a couple of college courses with this vague idea that I was going to get my degree. Along the way, I took a psychology course, and that's where I first heard the term **"groupthink."** They showed us a picture of these teenagers sitting on a wall, and they all looked exactly alike. They were all imitating each other, just as I did when I was a teenager. **People don't necessarily like to think for themselves. We have a "herd" instinct.** Again, that's not right or wrong, good or bad... it's just how it is. Some people do a better job of transcending it than others; but we definitely need people in our lives, and there's a very real reason for this habit of imitation.

Again, these days we suffer from information overload. We've got too many things coming at us from too many different directions. **By paying close attention to what other people are doing, then by moving in the same directions and taking the same basic kinds of actions they take, we sort of shortcut our thinking process.** We eliminate a lot of the confusion and frustration, and find it's a simpler road. That's what social proof is all about, and it's one reason why

## **JUMP... And the Net Will Appear!**

advertising testimonials work so well.

Currently, we're selling a new health-related product, and Chris Lakey and I are working with a marketing consultant who's helping us put together our preliminary ads. He's highly skilled at some of the media selections we want to test our ad in, and he specializes in a form of advertising called **"advertorials." These are advertisements that look like articles.** You put them in magazines and newspapers, and even though people know that they're not articles, they still look like articles, and they offer a human interest attraction. In fact, it's all about people and the stories, as he told us recently in a consultation. **The advertorials are built around the stories of other people who have successfully used the products and services you're trying to sell.** People love to read such stories; that's one of the strongest ways that you can influence another person to buy what you're selling. It's not necessarily what *you* say about yourself, your company, or your products and services that matters; **oftentimes it's what somebody else says that influences people the most.**

That not a bad thing, not at all. If we need people in our lives, we tend to associate with people that we have a lot in common with, or that we *want* to have a lot in common with. **We're known by the people we associate with, and we tend to be greatly influenced by what they do; and we follow accordingly.**

In all our product formats, we talk a lot about specific marketing strategies that you can use to make money in your business. We also cover a lot of philosophical ground, which may challenge how you think about your business—and

## CHAPTER SIX: People Usually Imitate Each Other

sometimes about life in general, since the reality for most entrepreneurs is that we live our businesses. They're a part of who we are, and so we're rarely able to escape thinking about them, at least on some level. **The philosophical things we discuss are a part of the entrepreneurial mind, and may ultimately influence the way you act on all levels of business and life.** Therefore, an understanding of Eric Hoffer's thesis should be an integral part of any businessperson's thinking.

Now, let me get off the subject of business a bit to help shed a bit more light on this concept. Think about being a kid. Chris Lakey has six kids, and he tells me he sees a lot of this kind of behavior in children— not only in his own children but in the friends they play with and in conversations he hears around the dinner table, and even in the way that his children interact with each other. It can be quite amusing, at times, to hear conversations and view interactions between kids. Right now, Chris has three daughters who all kind of hang out together; they're five, seven, and nine. He says it's not unusual to encounter a situation that goes something like this:

One of them is doing something and another one is imitating her. They're either agitated that they're being imitated, or they're all trying to jump on the bandwagon. Just as an example of how foolish this is, he says, one of his daughters happens to have just come home from China, where Chris's family adopted her, and she really doesn't know much about American culture. She's still learning the language. Most days she can understand what you're telling her, if you speak slowly and clearly; or you can tell her to tie her shoes, and it's a routine thing—she knows how to do that. But she really doesn't know

### **JUMP... And the Net Will Appear!**

anything about what's cool or hip or anything. She's nine, almost 10. But she'll be interacting with her younger sisters and will want to do something that, in her mind, she thinks is appropriate and cool to do, and the five and seven year olds will just fall in line.

Chris and his wife have to tell them constantly, "Girls, Aubrey doesn't know what she's talking about. She doesn't know what she's doing! Don't imitate her! She's not a good person to emulate." **They have to constantly challenge the younger girls to think for themselves, because she's the oldest of these three sisters, and they tend to follow her, as younger siblings do.** Chris also has a 12-year-old son and a four-year-old son, and his four-year-old is always trying to be like his big brother. And the truth is, the younger kids are just imitating somebody who often has no clue what they're doing!

That's because of this phenomenon Hoffer pointed out. Even though the girls *could* do their own thing, they just want to do what Big Sister is doing, or at least what someone else is doing. Sometimes it's the seven-year-old who's leading, and the other two fall in line like little "sheeple." That's a political term, by the way, representing people who just follow other people like sheep, imitating each other or doing what someone tells them to do. You see that culturally with kids.

Now, Chris's 14-year-old daughter is very independent, and I'm glad that she thinks on her own. In a lot of ways, I see her resisting this temptation—but a lot of kids don't. Consider the lingo they use. They have their slang for what's cool or hip... and I just probably made myself look really old by saying the word "hip," because she'd laugh at me since there's another

## CHAPTER SIX: People Usually Imitate Each Other

word for it these days. But they have their lingo, and they follow what their friends do. Even she does it to some extent; if one of her friends gets a haircut, well, it must be time for her to get a haircut too! The accessories they use, the cell phones they carry around, the clothing they wear; it's all "me too." It's all just doing what everybody else does.

I think this is a phenomenon you can really capitalize on, if you're able to tune in to it. **People just want to follow where other people are going. By and large, people can't think for themselves... or at least, they don't want to.** If they did—if everybody evaluated every product, service, or opportunity on its own merits before they tried it—then testimonials would be completely pointless. But even though most of us are free to make our own decisions, we usually just do what other people do. **So remember that: if there's social proof in an offer, people are more likely to follow along.**

When Chris was in school, he tells me, there was a fad of rolling your jeans really tight at the bottoms. This was just a style; there was no reason for it. Chris said he did it because everyone else did. You can think of similar fads from your life, surely. We've all followed trends like these—not because we really think they're good ideas, but just because everybody is doing them. **Well, that's the reason we use testimonials in our advertising. The social proof allows people to feel like they're justified in engaging in the behavior.** That is, it's okay to do whatever it is they're being invited to do, because other people are also doing it. Conversely, if nobody else is doing it, would you feel comfortable doing it? Probably not.

**In the world of marketing, that means you have to**



## **JUMP... And the Net Will Appear!**

**convince people that what they're doing is socially acceptable... that it's the "in" thing to do, and that everybody else is doing it.** "We've served billions of our hamburgers, because lots of people like them— and you should like them, too!" "We're the hottest brand of blue jeans, so you should buy our products." "Our alcohol is served at all the hottest parties, so you should buy it, too." Again, the idea is that this kind of social proof gives the prospect permission to hop on the bandwagon. **That's why, as a marketer, you need to use social proof to help you sell your product.** Set up your business in such a way that people can feel like they're just doing what's natural, like they're doing what other people are already doing.

Now, I suppose there are some countercultural movements that you should be aware of and can even play off of. I'm thinking specifically of the "goth" look. You know: the people who wear all black and dye their hair black or blue. They think they're being countercultural, but they're really just falling in line with their friends. There may be instances where you could play to them as counterculture; but mostly you're playing to the larger group of people who want social proof. **You're trying to get them to see that everyone is doing it and that they can feel free to do it as well, where "doing it" might mean buying the product or service you sell, or engaging in the behavior you want them to engage in.**

And of course, this cuts both ways. As a marketer, you can choose to follow what everybody else is doing in the marketing world; and if you do, some good and some bad may come from that. **If your ads look and sound like everybody else's, you**

## CHAPTER SIX: People Usually Imitate Each Other

**may find yourself getting the same results everybody else is getting, which may mean nothing much.** But let's say you're a fast food restaurant, and you've got a corner in the area of town where all the other fast food restaurants are. If that's the case, you certainly don't want to buck this rule; you don't want to be an individual and go put your restaurant in an isolated spot on the other side of town. **If people are hungry, they're going to go to Restaurant Row, where all the food is, and pick something there.** They're less likely to make a special trip just to see you, especially if they're not sure exactly what they want.

Quite often I'll leave the house, having decided we're going out to dinner—but I'm not sure where. I need it to be fast, of course, because I'm in a hurry. I just know that I'm heading to Restaurant Row, and when I get there I'll figure out which I want: Burger Place A, Burger Place B, Burger Place C, Burger Place D... or do I want a taco? If so, then I'm going to Taco Bell! So I'm picking Restaurant Row, because it's the place where you go to buy dinner, but I'm going to figure out exactly what I want when I get there. **That's why, when you're selling a burger and fries, you don't want to be on the other side of town where no one's going to go.**

So in that sense, as a marketer you definitely want to do what other people are doing—at least to an extent. **If you see a place where all your competitors are running their ads, you can feel confident running your ads there as well.** Of course, you have to do some creative things; you certainly need a Unique Selling Position to separate yourself from everyone else, as I've outlined previously. But when it comes to where or how you advertise, in most cases you want to go where your

## **JUMP... And the Net Will Appear!**

competitors are going, because that's where the prospective buyers are.

Just remember that psychologically, when people are free to do as they please, they usually just imitate each other. This is a reality of life; and yes, it causes some of society's problems, but it's also something you need to take advantage of as a marketer. **Find ways to ease people's minds, and let them know it's okay for them to do business with you.** If they can look around and see that their peers are working with you, then you help influence them to move in your direction.

It reminds me of the old phrase, "No one wants to be the first out on the dance floor." But once you get a few people out there, all of a sudden everybody jumps right in and starts dancing! **Just think about this principle, and pay attention to how other people are using it in their marketing.** Doing so will give you a greater awareness of the phenomenon, and make it easier for you to implement it in your own marketing efforts.

## CHAPTER SEVEN

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**Retirement = Death.**

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# Retirement = Death

In recent years, I've watched two of the most important men in my life die before their time. **I'm convinced that retirement led to an early death for both of them.** I believe that had they continued to work as hard as they were working before they retired, they would have added years to their life—and perhaps added life to their years as well. No one can know when his last days on Earth will be, but there *is* such a thing as quality of life. **And there's no denying that both of these two men—one was my father, and the other was my stepfather—declined very quickly after they retired.**

When my Dad was working, he was fully engaged with life itself. He was constantly on the move. **He had people to meet, places to go, things to do; he was excited, he was passionate, the phone was always ringing, and he had more work than he could handle.** He had lots of friends associated with the kind of work he did for a living, they had all kinds of meetings and get-togethers, and so he was always on the go.

When I was a kid he was never home, of course, and I suppose that was a bad thing; we didn't see a lot of him back then. But he was fully engaged in life, and he influenced me a great deal. Part of the reason why I feel the way I do about my own work is because of seeing how engaged he was in his: how seriously he took it, and how much it meant to him in his life.

**JUMP... And the Net Will Appear!**

**The minute he retired, he started wasting away... and it happened very, very quickly.** The phone quit ringing, while all the people he was working with kept moving. Nothing changed for them, but *everything* changed for him.

One of my favorite movies is Jack Nicholson's *About Schmidt*. One of the reasons I love that movie so much is because it reminds me a lot of my Dad and my stepdad both. Jack Nicholson plays the part of a guy who retires after 35 years at the job, gets the gold watch, and now all of a sudden life just quits moving. I know how that is firsthand, because I watched my Dad waste away after he did the same. If he'd only kept working and continued to move forward, he might have remained healthier and might still be alive today. **It's proof, I think, that work is about so much more than money, a point I'll discuss in more detail later on.**

My stepdad was the same way. **He was a really smart guy, and loved the work he did—just absolutely loved it.** Ultimately, he quit his profession and moved out to Minnesota to take care of his mother, who was dying. He spent about four years out there with his mom and, of course, my Mom was with him. The whole time he was in Minnesota he was working very hard; it was a very physical kind of work, and he was extremely active. **Then he moved to Tucson, Arizona and sort of slowed down into semi-retirement.** He worked a few hours a day; the rest of the time, he didn't do much of anything. He lay around a lot while my Mom continued to work full-time. He just had too much time on his hands, and didn't know how to fill it with anything meaningful and productive. The same thing happened to my Dad. **With both men, as soon as they started slowing**

**down, they shut down.**

**I've heard that the human body is the only machine that wears out from lack of use.** Here's a good example of that. When I used to take my stepson Chris to school, every morning for about three years I saw an elderly gentleman walking on the road in front of our house, and I always waved at him. He waved back; and I guess we just got used to seeing each other. Then one day, I stopped and talked to him, and I congratulated him on the fact that he was out there taking good care of himself. I asked him, "What made you start doing this?"

In reply, he told me a story that I'll never forget. He said that both his knees had been killing him, and he just knew he was going to have to have knee surgery. **He went to the doctor, they X-rayed him, and his doctor said, "No, you don't need knee replacement. What I want you to do is walk four miles every day." And I thought, How unusual!** You'd think that walking four miles a day would add to the problem, not make it better. And yet, that's exactly what it did! He started walking four miles a day, and soon, there was no more pain. I thought, "Man, there's a doctor who should be congratulated, because so many doctors just want to drug you and cut you."

I've also heard people say, "I'd rather wear out than rust out." That's another quote that stuck in my mind. **For so many people, retirement really is a kind of rusting-out process. Movement keeps you supple and clean.** As I'm writing this, my mother is 78 years young, fully engaged in life, working full-time. Last summer, I asked her, "Mom, when do you see yourself retiring?" It was kind of a touchy subject, since she's getting up there in age, but without any hesitation she said, "Oh,



## **JUMP... And the Net Will Appear!**

in about 10 years.” I loved her even more right then and there! She’s in great health, too. I think the one does have to do with the other.

I just think that, ultimately, retirement is bad. I was listening to a Zig Ziglar program years ago, and he was talking about this very subject. He had studied the history of retirement, and found that in days gone by, people didn’t just retire when they were 62 or 65. According to him, all this started in Germany about 100 years ago because a man rose to power, and wanted to get rid of all the people who were part of the old regime. **They were all elderly people, so he managed to get a law passed that forced people to retire when they were in their early 60’s. All it took was one new law to sideline his enemies. And then, according to Zig, other nations adopted that practice.**

It’s always made me suspicious that in the United States, the tax laws penalize you if you don’t retire after a certain age. That is, you don’t get all your old age benefits if you keep working past age 65. But if you *do* retire, after five or six years of retirement you can go back to work again, and keep all your benefits. I think there’s a method to the government’s madness: I think they know that most people are going to decline and possibly even die before they can make it to the point where they can go back to work while keeping all their benefits. That’s my theory. I could be wrong... but I’m not!

Look, retirement isn’t a good thing at all. In order to keep from rusting out, you have to stay active. **Don’t just retire from your existing work; retire to something else.** Too many people treat retirement like my Dad did: they just sit on their rears and

## CHAPTER SEVEN: Retirement = Death

don't do enough meaningful, useful, productive things after retirement. Part of it is because they're too conditioned to having other people create their schedules for them; they don't know how to flick their own switch, so to speak. **Part of it's just that they hate the idea of work and they're glad to be rid of it; it's a four-letter word to them.** Well, it's a four-letter word to me, too: LOVE! As Khalil Gibran, the famous poet, once said: **"Work is love made visible." I honestly believe that.**

**The people who succeed in the biggest way are the ones who are the most passionate about what they're doing.** They're fully engaged in their work. Those are the people who rise the highest, who would never retire, no matter what. No amount of money or a certain age is ever going to make them retire, at least not completely.

**I happen to think that the way you think about retirement—the way you think about life—ultimately affects your business.** Again, this principle is very simple: Retirement = Death. I've believed this pretty much all my life. I've never really thought about retirement like a lot of people do, where the "American Dream" is all wrapped up in getting a four-year college education, graduating, going to work for a good company, and putting in your time. Then, when you turn 65 (or maybe even earlier), you retire, draw a pension, do whatever retired people do, and then die. **That's never really been something that I've seen myself fitting into the mold of. Ditto for Chris Lakey.** Perhaps that's because of our entrepreneurial backgrounds; but I think that I acquired those ideas even earlier. Some people just have that mentality, and others don't.

You can think of the Retirement = Death equation as

## **JUMP... And the Net Will Appear!**

equivalent to Motion = Life, and Lack of Motion = Death.

**Something that's moving and functioning has life in it, and continues to work; while something that's no longer moving is susceptible to death.** This isn't necessarily a principle that applies just to people; I think it's true of a lot of things. Let's use computers as an example. These days, you can leave a computer on round the clock, and there's no issue there; you're not going to wear out the parts or the screen any earlier than if you turn it off when you're not using it. Of course, occasional re-booting or reorganization of data or files is necessary to keep it running; it's sort of like getting an oil change on your car. On the other hand, I've known people who've had computers they used on a very sporadic basis; they wanted one, they had one, but they left it off a lot of the time. They'd occasionally turn it on, check their email, and do whatever they needed to do online, and then they'd turn it back off and it might sit there for a week or two between uses. I've never known anybody who had more computer problems than these people. **I've always believed it was because they left their computers idle, as opposed to leaving them running and letting them work and think all the time.** Doing the latter keeps all the important parts inside the computer working properly. They're in a constant state of action and motion, which leads to a longer life expectancy.

To some extent, the same thing may be true of cars. A car that sits around too long suffers; the parts that are supposed to be well lubed and move continuously can get gunked up and seize up, and then when you're ready to use the car, there's nothing there. **It's unresponsive because it's been sitting idle; so you have to recondition it to get it to work again. Well, in people, there's no reconditioning possible. If you sit idle too long,**

## CHAPTER SEVEN: Retirement = Death

**you're not going to recover from that; it's permanent, and it spells the end for you.** When you stop moving motion, your energy drops, and your parts start failing. Your system shuts down. That's why when you retire or otherwise try to take it easy for too long, you usually end up suffering.

A few years ago, Shell Oil Company did a study of their retired employees. At the time the study was done, they offered a program where you could retire up to 10 years early—as young as age 55. Now, as an aside, let me point out that one of the reasons why these giant corporations love to get people to take early retirement is because it's all about the bottom line. It has *nothing* to do with wanting to help those people or being good to them, or any of that nonsense. When they're able to replace those people with cheaper, younger employees, they have to pay out less money in the short-term.

In any case, **the researchers looked at the various age groups of their retirees, and over a 10-year period following their retirement found a significantly higher death rate among those people who chose to retire at 55 than among those who waited till 65 to retire.** In other words, you were much more likely to live to 75 if you retired at 65 than if you took early retirement. That's just one study, but I believe the results are compelling.

When you retire, you stop the regular motion of life; and I think that's all there is to it. Nothing else necessarily changes, from a physical perspective, but you become more susceptible to breaking down and ultimately dying. **The fix is simple enough: stay in motion. Keep working in some capacity.** Again, that doesn't necessarily mean you have to keep doing exactly what

## **JUMP... And the Net Will Appear!**

you're doing; just remain physically and mentally active. Certainly, if your company offers you an early retirement buy-out option, there's no reason you can't take advantage of it and stop working for them. **Just don't stop working altogether! Instead, you might pursue something you've always wanted to do.** Consider taking some of your retirement income and investing it in things you're passionate about. It doesn't have to be the stock market, or commodities, or mutual funds; it just has to be something that stirs your soul and keeps you moving.

For example: Chris Lakey and his wife have adopted four children from China, and they're very excited about working with orphanages in that country. They have a goal of starting an orphanage or foster home in China themselves. That's the kind of investing I'm talking about here. In a similar vein, Chris has an older friend, probably in his late 70's, who started an orphanage in Haiti with his wife back when he was in his 50's. They still support it, decades later. They have a couple of kids that they helped through a sponsorship program, and one time they were visiting that area, they saw a need and decided to step in and help. Now that they're retired, they stay active by supporting this Haitian orphanage.

Your retirement work doesn't necessarily have to be what you do for a living now; it could be something quite different. **You just have to keep busy, whether you become an entrepreneur or a volunteer. The activities you fill your day with are really what keep you alive and healthy, what keep your mind fresh.** The more you do to keep yourself busy with things that you're passionate about, the longer you can live.

In this country, we tend to have this negative view of older

## CHAPTER SEVEN: Retirement = Death

people, and look down on them. But many cultures revere their elderly, and instead look up to them for advice and wisdom. They're the old sages who have accumulated a lot of life experience, and there's a lot of knowledge there that can be passed on to younger generations. Here, we expect people to get to a certain age and just ride off into the proverbial sunset and disappear. We should take the example of these other cultures to heart. **Older people really do have a lot to share with us about life, especially once they've moved past what we think of as "working age." If that's where you find yourself, don't feel like you're done; feel like you're just getting started!** Feel like there's a lot for you to share with people, because you *do* have a lot of experience. I don't know about you, but I feel that there's something really pleasurable about sitting down with someone who's older and hearing the stories they tell about when they were a kid.

Chris tells me he was recently waiting in line at the pharmacy in Wal-Mart, and an old gentleman waiting on a bench for his prescription struck up a conversation... he just started talking to Chris about his shoes. Chris has no idea what was interesting to him about those shoes, but pretty soon they were talking in a friendly way back and forth, and the old man started talking to Chris about some of his life experiences when he was a kid, back in the 1930s and 1940s. Chris enjoying listening to him talk about the way those experiences had shaped his life. Obviously, the old man felt that were valuable enough to pass on. Chris says he's not sure what he gained out of the discussion long-term, but it was interesting to hear him share his stories, and just talk about some of the things that were important to this older gentleman back when he was a kid, all those years ago.

## JUMP... And the Net Will Appear!

**The more life you've lived, the more there is to share—and the more experiences you can apply to your business, or to some new venture that you've always wanted to try.** So don't think about retirement in the sense of slowing or stopping. Think about it as a chance to try something new; a change in what you're able to do, or what you *choose* to do. Keep moving forward, and keep being active. **Keep giving yourself to a business or cause that you feel passionate about, and you'll continue life well beyond the time when most people say you should retire and ride off into the sunset... and cease to be of value in the business world.**

Back when I was younger and dumber, I would pick up a copy of the *Forbes 400* whenever it came out in the fall and sneer at the old guys who were profiled—people who were already multi-multi-millionaires and billionaires. There'd be all these little stories about how they were making more and more money and were doing bigger and bigger things, even though they already had more money than they could ever spend in a thousand lifetimes. I used to think, *Oh, you greedy SOBs! When's enough going to be enough?* Well, I don't think that way anymore. **I realize that some of those people probably *are* greedy bastards, but having studied the lives of a lot of them, I know that most are doing it because making money is what makes them feel alive!**

They're actively engaged in life. They've built companies they're passionate about, they enjoy working with the people they work with, they love the art of the deal, and they relish moving forward and reaching for more, constantly. **They enjoy the thrill of always wondering what's going to happen next**

## CHAPTER SEVEN: Retirement = Death

**on the roller coaster ride of business!** That's what life is all about to them: always letting your reach exceed your grasp, always looking for more, and constantly trying new things and wondering what's going to happen in the future, because you're engaged in so many really cool, exciting, interesting projects. **That's the stuff that life is made of! These people really *are* engaged in life.** They're not just a bunch of greedy fat cats trying to get fatter.

I couldn't have been more wrong in my attitude back then. **What it's *really* about is following your bliss, doing the things you enjoy, piling on more and more, challenging yourself, taking risks, trying to see how far you can go, and trying to answer the question, "What's really possible for me?"** You can never know the answer unless and until you continue to reach out and move forward.

About 10 years ago, my wife Eileen and I were watching one of those entertainment news programs, and they did a special on two college professors who were conducting a five-year study of people who lived to be over 100. They were looking for common denominators, and discovered that what these people had in common wasn't what they expected. Some of the centenarians were taking really good care of themselves: eating right, exercising, getting enough sleep, etc. But others were eating all the wrong foods, were getting drunk, were smoking, and were engaging in all the worst kinds of behavior. Some were thin, some were fat, and they were of all different races. Some genetics factors were involved, and yet it wasn't genetics that they found as the common denominator. **What they found was that the people who lived to be over 100 all**



**JUMP... And the Net Will Appear!**

**had something in their lives that got them up every morning.** They had something to look forward to, something they had to do in the future; and while they waited for it to come about, they were staying active and enjoying life. **They were passionate about what they were doing. Other than that, there was no common denominator.**

Again, work just gets a bad rap. There are so many people who are like I used to be, with this attitude that all rich people, especially the big entrepreneurial types, are a bunch of greedy bastards who need to slow down and stop trying to hog it all for themselves. In my case, though, that was just stupid thinking based on *other* people's stupid thinking that I had adopted as my own. Nothing could be further from the truth. **Business is something that *should* give you pleasure. You should be putting your whole heart and soul into it.** It's not just about making money; if it is, get out of it and find something that fulfils you. The money is important, but it's just part of the game of business! And it *is* a game—the greatest game imaginable. **Fall in love with all those things you do to make your money. Put your heart into it 1000%. Give it all you've got!** Hit the bed every night exhausted, and you'll sleep like a baby.

I realize that it may be difficult to throw yourself into it, at least at first. I understand that; I've experienced it. You know, I try to walk a couple of hours a day on my treadmill. But if I had a thousand dollars for every time I didn't feel like getting on the treadmill and walking, but then did it anyway, and after about 10 minutes started feeling really good... well, I'd have millions of dollars in the bank right now! **Ultimately, even though I was reluctant to get started, the motion created the emotion.** So

## CHAPTER SEVEN: Retirement = Death

often, you have to force yourself to do something in the beginning; and then, eventually, your emotions kick in and your adrenaline gets pumping, and suddenly it's easy and fun.

**The mind and the body are excellent servants, but they're terrible masters. You have to take firm control.**

Sometimes when people get older, they just want to sit around and relax more than they used to. Their bodies are tired, their hearts are tired, their brains are tired, their eyes and their hands are tired... and when that's the case, you have to force yourself to get moving. If you don't, you'll decline and die. **So no matter how old you get, take charge of your life and stay fully engaged!**



## CHAPTER EIGHT

**C**onstantly look for things that are hot now! Feed the existing hunger in the marketplace! Look for ways to put a new twist on things that are making huge sums of money right now.

“Find a parade and get in front of it.”

— *John Carlton*



# Constantly Look for Things That Are Hot

You've got to keep feeding the existing hunger in the marketplace, so **always look for ways to put new twists on all the things that are making huge sums of money *right now***. As John Carlton puts it, "Find a parade and get in front of it." Sounds simple, doesn't it? It's not always, but it's a great guiding principle, and it makes a lot of sense. But as you know, common sense ain't so common, as Mark Twain told us so eloquently back in the nineteenth century. Even the best of marketers forgets this strategy occasionally, and I've certainly done so now and then.

Here's a related quote I'd like you to think about: **"Whatever is current creates currency."** It's a simple quote. It's catchy. Memorize it and try to keep it in your heart, because **it's an integral part of the concept of looking for things that are really, really hot and implementing them in your business.** This is a strategy that's made us millions of dollars here at M.O.R.E., Inc., so I'll give you some examples from our own business. My first example is the very first idea that made us a lot of money, the idea that launched our company back in the late 1980's.

If you'll recall, that's when compact answering machines first became popular. The old answering machines were huge, practically as big as a coffee table, and they were expensive and

## **JUMP... And the Net Will Appear!**

difficult to use. But all electronic technologies become simpler, smaller, and cheaper as they evolve, and by the late 1980's answering machines had reached that point where, if you didn't have one, you were looking for an excuse to buy one. So we came out with a program called *Dialing for Dollars* where you could make money with a telephone answering machine. **You just put these little sales tapes that we gave you into your answering machine.** There were three basic approaches or types of sales tapes that you could use. We gave people all the ads, the scripts, the products—everything they needed. These little answering machines were new, they were exciting, and people were looking for a reason to go out and get one, so BOOM... we gave them that reason. **It was new, it was hot, it was different, and it was turnkey. That made us a lot of money.** In fact, we generated over \$10 million worth of revenue in our first five years, largely because it was brand new. It was super-exciting!

In the early 1990's, the computer Bulletin Board Service (or BBS) began to become very popular. The BBS was the precursor of the Internet, well before the World Wide Web emerged, and a few were around as early as the 1980's. Most of the BBSes were sold on a subscription service basis. **Well, our research indicated that there were people who were making money by advertising on these computer bulletin boards;** they were paying little or even no money and, in some cases, the bulletin boards had as many as 50,000-60,000 members—sometimes more! It was brand new and very exciting when we found out about it, and in our products we compared it to traditional advertising, where you'd have to go out and buy an ad and spend all this money to reach that many people at once.

## CHAPTER EIGHT: Constantly Look for Things That Are Hot

**Everybody just went crazy over BBS advertising! It was new, it was different, it was exciting!** Millions of dollars came pouring in very, very quickly. In fact, at that point (1993), we had never made so much money so fast.

But then the trend died out—because it was replaced by the Internet. The World Wide Web fully emerged in 1994. **That gave average people the chance to use the Internet; they no longer had to have any special abilities to do so, and it allowed them access to all kinds of new and exciting features.** You remember how it was: just adding the word “Internet” to any headline or title would cause sales to spike. People were mesmerized by the Internet. **We adapted to this hot new trend very quickly, and again, the money just poured in. We looked for as many ways as we could to exploit that technology. It was what people wanted.** It was the kind of parade that the John Carlton quote tells you to get in front of—and we did. Millions and millions of dollars poured in.

Since then, we’ve always been on the lookout for new and exciting trends. **When eBooks first came out, we got on that bandwagon big time! When online retailing became popular, we had something called “The Mall of the World,”** which was an Internet mall similar to Amazon.com, where you could buy all kinds of books and other products online. That was brand spanking new. **When eBay came out, we were right there on that bandwagon, too.** And we’re always looking for brand new multi-level marketing companies to invest in, because people are absolutely captivated by “new.”

But at the same time, something can’t be *too* new; otherwise, they may get a little paranoid. **So it’s always good to**



## **JUMP... And the Net Will Appear!**

**compare what's new with something old, to reassure the prospects.** Our *Dialing for Dollars* product, for example, was all about using an answering machine to make money through mail order. They already understood mail order; now there was a new way to combine that with an emerging technology. The method itself was new, but it had an old, familiar ring to it. Same thing with the Internet: although the Internet itself was brand new in the mid-1990s, it was just a new way to do something that other people had been doing the old-fashioned way—and it was cheaper and less time-consuming than the old method, too.

**Then we started offering all these “done for you” services, where we combined outsourcing with older, more familiar methods.** “Done for you” has become more and more popular, because it fits a need in people’s busy lives. We took all these different services that people use to run their businesses, and combined them all under one roof. **Instead of hiring 12 different companies to handle the various elements of your marketing process, you can now just pay our company one fee, and we’ll do them all for you—from lead generation to customer service work.** Those programs were new when we got involved with them, and represented a growing trend, because more and more people just want other people to do things for them. They suffer from information overload. They’re inundated by all the confusing, frustrating decisions they have to make all the time, so they embraced the opportunity when we started offering to do everything for them.

People are in love with the new. **They’re always looking for it, and if you’re not giving it to them, then someone else will.** So even though we have all these established services that

## CHAPTER EIGHT: Constantly Look for Things That Are Hot

represent the foundation of what we know works—because they generate millions of dollars in profit—we still keep looking for new ways to build on top of those foundations. **The existing foundations provide the familiarity that reassures the customer; but you’ve got to have that new, because it represents the sizzle that draws them in and excites them.**

A few years back, we had a very successful “Free Websites of the Month Club.” In fact, we’ve had some of the biggest months in our company’s 23-year history because of this promotion; and certainly, at times it’s brought in more money in a single month than any of our other promotions. Well, we recently added fuel to that old fire. **We’re taking this concept that made us a lot of money eight or nine years ago and adding a whole new twist to it, a whole new way to do something that worked like gangbusters and generated so much revenue.** There’s that little word again: new.

To remain interesting to your prospects and customers, you’ve always got to look for what’s exciting and fresh. **Take the best of the best of what’s worked before, and add some new, competitive advantage to it, so that you can continue to compete in the changing marketplace.** You won’t always find it when you look for it; but when you do, realize that you’ve got something special that gives you a real leg-up on your competitors—and then exploit it to the fullest extent possible.

Now, that seems like an obvious strategy, but even the most experienced of marketers can fail to apply it properly. Time after time, we see established marketers who are still trying to promote the same things they were doing 20-odd years ago, without bothering to add anything new. **And again, it’s good to**

## **JUMP... And the Net Will Appear!**

**have established things to work with. If something is too new, then people get uncertain; and when people are uncertain, they don't spend their money.** So yes, you do have to push things that, on some level, are already well established. But some marketers just want to keep selling the same old stuff without any modifications at all—without any twist that makes it seem unique and exciting. And then they wonder why their sales are terrible. We do this sometimes, too. In fact, sometimes I think that the more you know about marketing, the more you start thinking that you can make *anything* work. And that's a huge danger, because then you forget to keep your eye out for what's truly hot.

**Oftentimes, businesses go stale and die simply because they never reinvent themselves;** they never come up with fresh ways to present what they're offering to their marketplaces. That's why you have to be constantly on the lookout for things that are hot. **Find a parade, get in front of it, and lead.** You know how parades work; they march on, not stopping. If you get in front of a parade and stand still, what's going to happen? You're going to get run over! So get in there, ride it, and run with it. That's probably not too different from a surfer catching a wave. You don't want to be left standing still when the wave crashes over you; you want to get up front and ride it all the way in. Of course, you have to time your approach just right! If you want to see some interesting YouTube videos, look up “surfing crashes” and watch those guys who've crashed and burned when they failed to catch a wave at the right moment. **It's the same way in business; you've got to get in there at *just* the right moment, stay at the front of that wave, and ride it all the way to the bank.** Use what's hot right now to catapult yourself

## CHAPTER EIGHT: Constantly Look for Things That Are Hot

or your business to great sales success.

You can learn a lot from watching how some businesses successfully accomplish this—and how others don't. Consider the recent demise of Borders, the bookstore chain. Just a few years back, it was thriving, and I doubt anyone would have expected them to soon go out of business. They seem to have a good business model, so what went wrong? Why would people all of a sudden stop buying books? Are people just not reading anymore? Well, it's possible that people aren't reading like they used to; but apparently, **the demise of Borders was due to the fact that they didn't have a way to adapt to the rapid changes taking place in the publishing world.** Unless you've been living under a rock, you've probably noticed that electronic books have recently taken center stage—and that the way we read them has undergone a complete transformation.

When we first got on the eBook bandwagon, you'd create a book, sell it via your website, and deliver it via either a download link or email. Then the purchaser would read it on the computer itself; that was their only choice. But now there are e-reader devices like the Amazon Kindle and the Barnes and Noble Nook, where you can download your electronic books and carry them around with you, computer free. Now you can carry a thin, lightweight electronic device with a little seven-inch screen that holds up to several thousand books at the same time... and weighs about the same as a large paperback. **They've created features called ePaper and eInk that make it much easier to read a book on a reader than on a computer screen.** It literally looks like you're reading a paper book page. Kindle in particular got it right, making the reading experience pleasing

## **JUMP... And the Net Will Appear!**

and easy on the eyes.

All that transformed the eBook world, making it harder for bookstores to compete. More and more book sales were taking place in the digital realm rather than in physical stores. **This irrevocably changed the marketplace—and the companies that survived were the ones that found a way to get in front of this trend and capitalize on it.** Amazon wasn't happy to just say, "Hey, we sell books on our website, and you can buy a digital version to read on your computer if you want." No, they created hardware that made it possible for you to take your digital books anywhere with you—to even curl up in bed with them, which is one of the things that makes a paper book so great. In fact, they revolutionized the book-selling industry by doing so. That transformation helped Amazon thrive—while companies like Borders went out of business.

The same thing, in a way, has happened in the music industry—although that's a slightly different animal. **The development of the digital music file, particularly the MP3, changed everything.** The naysayers claimed it would kill CD sales; that didn't happen, but clearly it did transform them in many ways. **In any case, music sales are thriving today, because businesses like Apple have adapted to the changes in the industry.** They looked at the way that people wanted to get their music, and created hardware like the iPod to capitalize on that digital move. So music companies still sell CDs; in fact, you can still find cassette tapes and record albums out there. **But sales numbers for CDs, which used to be the consumer's primary means of acquiring music, have been far surpassed by digital sales.** Companies that got in front of that parade and

## CHAPTER EIGHT: Constantly Look for Things That Are Hot

ran with it positioned themselves to make money from that transition; companies that did not either got trampled, or are lagging behind, trying to play catch-up.

Netflix is an example of a very innovative company that's actually done something like this twice. **If you're familiar with NetFlix, you know that they revolutionized the way we watch movies. They came on the scene with a way for you to rent DVDs without going to the video store.** No more high costs—and no more late fees! NetFlix has a better model: they charge a monthly fee and let you rent as many movies as you want, three at a time. They send them to you in the mail, and even pay for the shipping on the little red envelopes to send them back. You can return a video when you're ready, and they'll automatically send you the next DVD on your list. It takes about a day to get it from their warehouse. You can keep a video for months if you want, and it's never considered late; in fact, Chris Lakey says he has one at home that his kids love, and they've had it for over a month. That's a great deal!

I feel like I'm an advertisement for NetFlix, but the truth is, it really is a great service if you watch a lot of videos. The cost is billed automatically to your credit card, so you never have to worry about that. Not only did NetFlix solve the problem of late fees, they have a huge selection; **and a few years back, they innovated again by adding online streaming to the mix.** When they implemented that service, they said, "Hey, there's no need to even get a DVD for some of these items. You can just watch them online, on your computer or TV." A lot of TVs and DVD players are capable of accepting streaming feeds these days, so why get the actual physical DVD? This streaming concept has

## **JUMP... And the Net Will Appear!**

also been picked up by Amazon and a few others since.

**The point is, Netflix completely innovated the way that watch we watch videos, so much so that companies like Blockbuster Videos and Hollywood Videos are now completely out of business in most locations, if not gone altogether.** They were unable to compete. The model of the local movie store where you go to rent your DVDs is failing, because of innovative companies like NetFlix and, more recently, RedBox.

A few months ago, NetFlix made plans to split off their DVD-by-mail service as a new company called Qwikster, while the NetFlix brand focused on streaming as the wave of the future. That didn't go over well with the customers, so Qwikster was canceled. NetFlix will keep renting out DVDs by mail, but their new focus will remain video streaming. Clearly, then, not every effort to innovate succeeds; but the point is that instead of trying to keep selling the same kinds of things in the face of an ever-evolving market, companies like NetFlix are out there innovating, trying to stay ahead of the parade, positioning themselves to profit. **They're constantly looking for things that are hot right now—and the key word here is “constantly.” If you get complacent, you'll fall behind; because what's hot now will be cold next week.** It could be cold tomorrow, for that matter—so you need to be able to take advantage of a new, hot trend immediately whenever your previous trend slacks off, for whatever reason. You have to be eternally vigilant in this regard, always looking for what's next, positioning yourself and your business in front of those trends as they emerge, so that you can profit from them. You don't want to

## CHAPTER EIGHT: Constantly Look for Things That Are Hot

look back, thinking, “Oh man, we should have moved then!” because you were unwilling or unable to make that jump immediately when the paradigm shifted.

One of our employees, who has been at M.O.R.E., Inc. for over 20 years, likes to point out that the real product we sell is change. I love that! It shows how closely he pays attention, because we’re *always* looking for new things. **That’s an absolute requirement in any business; because if you’re not constantly looking for new trends, and making changes to take advantage of them, know that your competitors certainly are!**

And speaking of competitors, that’s where you’ll find a lot of these new ideas. **You can’t just sit around and come up with these things on your own, at least not entirely; you need to look around constantly to see what others are doing.** That’s the Microsoft model. Bill Gates and his company have made billions of dollars simply by looking closely at their competitors, especially the smaller ones, and charting the directions the marketplace is moving. They’re patient about it, keeping an eye on the new rather than immediately adopting the cutting edge, because a lot of new things don’t work. In fact, more new things don’t work than do. Qwikster is a good example.

So Microsoft lets other people be the guinea pigs and work out all the kinks before moving in and taking over a particular concept. You can do the same. **Let other people find out what works best, then adapt similar concepts.** Don’t imitate them directly; it’s not about plagiarizing, or doing anything illegal. **Just take a bit from here and a bit**



**JUMP... And the Net Will Appear!**

**from there, and integrate the ideas in a way unique to you.**

Put a distinctive twist on those ideas and make them work for you and your particular market.

**Keep your eyes wide open, and keep analyzing market trends.** See what's already working amazingly well, look at how other people are handling those trends, and then take what you find and run with it.

## CHAPTER NINE

**Residual income  
is the life-blood  
of your business.**

You must put some  
consistent thought and  
action into all the ways  
and means — to get this  
type of income flowing  
through your company.



# Residual Income is the Lifeblood of Your Business

**If you expect to succeed in the long-term, you've got to put some consistent thought and action into making sure that residual, passive income keeps flowing into your company—like a constant river of cash.** As you may recall from earlier discussions in this book, residual income is money that comes to you automatically from products and services sold on a recurring basis. The technical term for this is “**till-forbid,**” because people keep paying you, over and over again, automatically, until they decide to stop. **You just keep hitting their credit card or taking that money out of their checking account until they forbid you from doing so.** Of course, there's an end to everything; the numbers tend to dwindle as a promotion dies out, or the newness wears off, or simply as a function of the length of time the promotion's been around. People pass away, or move, or get out of the marketplace for various reasons. **But your goal is to do such a good job with customer service that they stay with you for as long as possible before they finally cancel.**

We have customers, bless them, who've been paying us money month after month for 10 years or more. Not enough of them, of course; **but it's nice to have that income, because it gives us a nice nest egg to start the month with.** That's the opposite of how most businesses do things; they start at zero every month. I've been there, and it's no way to go. It's very

## **JUMP... And the Net Will Appear!**

difficult to wake up on the first morning of every month and realize that all your bills are coming due, and that you've got to pay *them* as well as all your expenses and overhead, not to mention taxes—and you've still got to earn the money necessary to do all that. **Your bills come due on a recurring basis, so your revenue has to recur as well.** If you know that on the first of the month you have \$10,000 coming in, then you're ahead of the game.

Let's look at a few ways that we've leveraged residual income over the years here at M.O.R.E., Inc. **We started getting serious with the concept back in the 1990's, when we put together some newsletters, associations, and memberships that had recurring monthly fees.** When we started selling websites, we realized that the hosting fees were also a form of residual income. People were used to paying them, and they expected to do so; they knew that they couldn't just have a website on the Internet without having to pay somebody to do the maintenance and upkeep. So we did the hosting, and that became a very important source of automatic revenue for us. **Once we sold a website or a package of websites, we could continue to sell those hosting services month after month.** We sold millions of dollars worth of hosting services over the years, because people are used to paying for hosting, and it represents a useful service.

The lesson here is to keep your eyes open to the possibilities. **Whenever you sell a product or service, think about another service you can add to it to keep that residual income flowing.** Even if you sell mostly physical products, always look for a service you can add to it so that you can get

## CHAPTER NINE: Residual Income is the Lifeblood of Your Business

that recurring revenue on a till-forbid basis. Basically, tell people, “We’ll keep charging you until you tell us not to.” Some of the multi-level marketing companies we’ve been involved with over the years have implemented this strategy very well—and so we continued to get paid over and over again whenever we promoted those deals. We still get paid for some of them today.

The fact that we do all our own financing on all our service packages right now also offers us a little residual income, although it’s short-lived; but it’s something to consider. **You see, if we sell something for \$3,000-5,000, some people will prefer to make small payments broken out over a longer period of time, rather than pay the fee all at once. That’s obviously a form of recurring income that we can count on every month.** If we make enough of those deals, we know that we’ll have some income coming in every month to help cover our recurring expenses. That’s why you’ve got to have residual income; otherwise, you’re going to have terrible cashflow problems and, eventually, you’re just going to burn out—especially if you’re trying to build a company of any size. It becomes too much after a while. You just can’t do it; you’re starting at zero every month, and it eventually overwhelms you.

We have a very successful program called “5-Star Marketing” that sells advertising services. We charge our customers an ongoing advertising fee, month after month. Similarly, we’re developing a number of advertising and marketing programs now where there’s a one-time set-up fee, followed by a recurring monthly fee. **In all these cases, the customer makes a decision once, and you profit from them long-term. It’s automatic and simple.** It’s tough to make a

## **JUMP... And the Net Will Appear!**

consistent profit if you're selling things for a one-time-only price, because you're constantly going back to your customer base and asking them to make tough decisions. In this case, they make the tough decision once and that's it; the only other decision they have to make is when they want to cancel, and you're hoping that's a long time in the future!

**We've got a new deal that we're very excited about: a two-tiered affiliate program, rather than a multi-level type of arrangement. Only two people get paid whenever a sale is made; and yet, the way that deal is structured, all it takes is as few as 100 customers to generate up to \$5,000 a month in income... or more!** And then, because it's a two-tiered affiliate, those customers have a chance to use the free business opportunity that's a part of that package, and they can earn money too—while you get a piece of income from their sales. If they've got 100 customers too, and are bringing in \$5,000 a month on their own, you can get another \$1,000 on top of your direct income. And that's just from one go-getter! Imagine how much you can earn from 100 of them.

**The program is keyed to a health supplement product line with a 93% retention rate;** that is, according to the people who've put this together, 93% of everybody who joins stays with the program. **And because only two people are getting paid, versus all these MLM companies that scatter those commissions over a large group of distributors, you get more money for fewer sales.** That's why you can get paid up to \$5,000 a month for having 100 customers. Now the problem becomes, how do you get a hundred customers? **Again, we've got marketing and advertising systems in place to**

## CHAPTER NINE: Residual Income is the Lifeblood of Your Business

**accomplish that for our clients.** Once they get those customers, they've got that recurring revenue, which provides the kind of freedom most businesses can only dream of.

Here's another thing to keep in mind: **the businesses that tend to be worth the most on the open market are those that include residual revenue as part of their business model.** So if you're looking to build a business from scratch and eventually sell for top dollar, you'll have a much easier chance if your business includes a substantial percentage of recurring revenue. Case in point: My best friend owns a pest control company, and offers most of her services on a recurring basis. People basically sign up for the service, and then agree to have someone come to their home on a monthly basis to spray for bugs.

One of the first questions I asked her when she got into this business was, "What about the wintertime, when you've got three feet of snow outside and there's not a bug to be seen... do people still pay your company to come in and spray for bugs?" And her answer was: "Just because you can't see them doesn't mean they're not there! They're laying their eggs, which are getting ready to hatch in the springtime." And because people are so frightened of bugs, her company's still spraying on a monthly or a bi-monthly basis even when it's freezing outside—so they're still charging those customers.

Her business is worth a lot of money, and she could sell it very easily. In fact, all she's got to do is make one phone call, and it's sold! She has buyers waiting, because it's so difficult to sell those monthly or bi-monthly contracts; once a customer gets comfortable with having a certain service provider come into their home, they're unlikely to switch services. And by the way,



## **JUMP... And the Net Will Appear!**

plumbers are the same way, in that plumbing businesses sell readily for big bucks. Similarly, electricians can easily sell their businesses. Ditto for any kind of “route” business where you have regular customers. **This is especially true anytime you’re selling a service, because you can *always* add recurring revenue to it.**

I wish I’d known this back in December 1985, when I started my first business. If I’d realized that I could have sold my carpet cleaning services on a quarterly or bi-monthly basis, or that I could have worked out a package deal for my customers, I might still be in the carpet cleaning business. Of course, thank God I’m not. I learned a lot along the way, of course, but I’m very thankful to have discovered the business that I’m so passionate about today. The point is, **I had no idea that the service I was selling could be sold on a till-forbid basis. But any service can, depending on how you structure and package it.**

**So think about that. Even if you’re just selling products, think about adding a service to the products, and then think about selling that service on a till-forbid basis.** Now, some product lines do lend themselves more to this than others, which is one reason why we’re just now getting into the nutritional supplement industry. We’re very, very excited about this! We’re looking at other areas right now in the area of nutrition and dietary supplements because we know that once you get people sold on the products—to the point where they’re emotionally bonded to the products themselves and/or the opportunity wrapped around it—then they’re less likely to quit. They’ll continue to purchase for month after month. The health

## CHAPTER NINE: Residual Income is the Lifeblood of Your Business

supplement products continue to come to them, they consume them, and so next month a new shipment arrives and we hit their credit card again. **We're very excited about that marketplace and ready to become deeply committed to all areas of it, simply because of this residual income principle.**

One of the smartest people I've ever met in business, a man we're getting ready to do even more business with, once told Chris and I, "If there's not residual income built into the business model, I simply won't do it." I think you should adopt that same mentality. **It sets your business up for automation, which allows you to do creative things to bring in new customers while continuing to serve your existing customers.** If you can start your month out with a certain level of automatic income, you can easily use that position to help push you off into other new areas. You don't have to worry about covering your fixed overhead; it's already taken care of, so you can afford to use some of your other profits to innovate and expand your business. That's another of benefit of residual income.

The important thing to keep in mind about the residual income concept, however, is simply this: **your basic expenses will recur no matter what. Therefore, you have to bring in a certain amount of money every month just to cover those expenses**—a fact that some entrepreneurs and business owners manage to conveniently forget. If you don't pay your electricity bill, you're going to have a hard time managing your brick-and-mortar business. If you don't pay your Internet bill, you're going to have a hard time keeping up with your online business. It's a matter of simple math: if you've got \$5,000 going out, you need to have \$5,000 coming in just to break even. **A residual income**

## **JUMP... And the Net Will Appear!**

**allows you to offset your expenses in a predictable way.** Yes, some clients will drop off your list every month, or there may be occasional payment issues of some sort; but if you're maintaining your front-end effort (and you must), new clients will join you to offset the losses. **The result is a large block of consistent, reliable, dependable income.** That's why residual income is so exciting!

Now, ideally, you could have \$5,000 a month in expenses and \$50,000 a month in residual income, so the number doesn't have to be even; I'm just using that as an example. The point is, the bigger you build your residual income side of your business, the less you have to worry about those regular expenses—the ones that happen every month, regardless of how well your business is doing. **So build the residual side of your business high, because that gives you more flexibility in the other side of your business, which is the variable side of bringing in new customers and serving your existing customers.** If you have a residual or automatic monthly income built in, then you can focus on customer acquisition and retention.

**Here's a good example of the strategy: Facebook.** As I'm writing this, Facebook is a huge business and makes a ton of money from advertising. **Their model is free for the consumer, but they rake in the cash by putting ads in front of all those eyeballs—and they surely charge for it on a regular, recurring basis.** All this ad revenue makes Facebook a very valuable commodity to anyone interested in buying it. Facebook has over 750 million users, and most of those people are on it regularly, which means it's appealing to advertisers, which potential buyers would look at as a very healthy thing indeed for

## CHAPTER NINE: Residual Income is the Lifeblood of Your Business

them to invest their money in. I don't know Facebook's numbers, but suppose they sold \$100,000 worth of advertising every month. Well, if you were interested in buying them, you'd know that you'd immediately be making \$100,000 a month. Given that figure, how much would you be willing to pay for such a business? Would it be worth just \$100,000? No, it would be worth a lot more, because of its moneymaking potential over time. In a year, it would return \$1.2 million from the residual advertising income alone. So, would Facebook be worth a million dollars to you if you knew that you'd get it all back in a year and that, in fact, you'd end up \$200,000 in the black? Of course it would.

A good, steady, bankable level of residual income makes a business model highly attractive to investors, because it guarantees that there's something to rely on every month. Therefore, residual income should be highly attractive to you as a marketer. **Let me repeat: residual income is the lifeblood of your business. Your business needs it to thrive.** If you include it in your model, you set yourself up to be much healthier as a company, because you've got that money coming in as often as you re-bill. That allows you to take care of those expenses that come in regularly—those fixed things you have to pay for to run your business. It allows you to set aside money at the beginning of the month that you know is going to cover your overhead—and beyond that, to cover your mortgage so you don't lose your house.

Now again, while it's nice to have \$5,000 in income to match \$5,000 in expenses, it's much better to have a ratio of \$50,000 of income to \$5,000 of expenses. **So the bigger you can build that residual nest egg, the less you have to worry**

## **JUMP... And the Net Will Appear!**

**about fixed expenses, and the more valuable your business is when you decide you'd like to sell it.** Here's a good example: the man who owns either Facebook or Twitter (I can't remember which) once turned down a billion dollars for about half of his business... and at the time, it was still relatively new. I think the guy was a fool, myself, but we'll see how that plays out. Obvious, he has great confidence in the business's residual income value.

**They say that money can't buy happiness, but it sure can calm your nerves.** I love that quote, because I know how nervous you can get when you've got all these bills pressing in on you and you're facing a mountain of debt. **A certain influx of money to pay those bills with will inevitably make your life a whole lot easier. That's what recurring revenue does for you, the one thing that money always does; it buys you choices and gives you options that you won't have if you're always strapped for cash.** And believe me, I *do* know what I'm talking about here, because I've been strapped for cash and I've been heavily in debt, and I've had all the problems that come with that. I've also had plenty of times where the money just rolled in—and believe me, when the money comes rolling in, it's a whole lot better!

**So do everything possible to sell products and services that offer those recurring revenues.** Be like our friend who refused to take part of a business model that lacks residual income, and you'll never suffer most of the cashflow problems that other businesspeople face.

## CHAPTER TEN

**Better to strengthen  
your back than to  
lighten your load!**





# It's Better to Strengthen Your Back Than Lighten Your Load

This is an idea that's hundreds of years old, at the very least—and yet to most people, it's a deep, dark secret. **Why? Simple enough: most people just want things to be easier.** They're constantly looking for a softer way of life. **They want all the benefits without putting in any of the effort... or at least, as little effort as possible.** And in some regards, that's actually a smart thing. There's no reason to work any harder than necessary. **But in other ways, it's a very dumb attitude, because the things that are the most difficult are usually the things that you ultimately gain the greatest reward from.**

When I consider the title of this Way, I think of weightlifters. These people are very, very strong because they've developed their muscles to a superb extent. And how did they develop their muscles? By going to the gym daily for hours at a time, by pushing themselves harder, by subjecting themselves to quite a bit of physical pain. By so doing, they built their bodies to such a peak that what would be physically impossible for most people is *not* impossible for them. They've disciplined themselves to accomplish the improbable. **Well, the world of business is exactly like a gym that you go to on a daily basis. Instead of pushing iron, you're pushing problems; you're dealing with all kinds of unpleasant things in order to maximize your ability to overcome them.**



## **JUMP... And the Net Will Appear!**

The late, great Jim Rohn once said, “Don’t wish things were easier. Wish that you were better.” That quote is simple, but profound. Because, again, everybody wants things to be easy. Ironically, though, **the way to make life (or business) easier is for you to become stronger.** And how do you become stronger in business? **You face your problems, adversities, and setbacks head-on and learn to deal with them. You get beyond them, and you move forward.**

Right now, as I’m writing this, I’m faced with some serious business challenges. I’ve got some tough decisions to make about a business plan that I’ve thought about for years—and finally the time is just right to implement it. **I’m getting ready to move forward into a new area, and so I’m making some significant changes that are very difficult to deal with. It’s painful. It’s stressful. I’m overwhelmed!** And these are things that are going to stretch me and cause me to face new situations; there’s the great unknown to face, uncertainties to think through, and it’s all quite challenging. But as Ben Franklin once said, “Whatever hurts, instructs.” **You learn best when going through the difficult periods, the stress of the times that you’re overwhelmed, frustrated, confused, and not feeling very well.** None of this feels good, in the same sense that going to a gym and lifting a whole bunch of weights and sweating profusely and pushing your body harder and harder doesn’t feel good. And yet, these are the times of our greatest growth in business. **You learn by pushing yourself, by dealing with problems.** Business is just one problem after another, and it’s by dealing with these problems and obstacles and challenges that we develop the skills we need to take us where we want to go.

## CHAPTER TEN: It's Better to Strengthen Your Back Than Lighten Your Load

Basically, you just have to change your focus. **Learn to see all the problems, adversity, setbacks, disappointments, pain, and suffering differently.**

I learned this in action during my very first sales job. Initially, whenever I'd approach my sales manager with a problem, he would be very nice about it and say something like, "T.J., don't use that word. Don't call them problems; call them *challenges*." Well, I wasn't a very good listener back then, so an hour later I'd say, "Ron, I've got a problem!" Finally, he started getting really mad at me! He'd yell, "Quit using that word! There's no such thing as a problem!" He said that I had to call a problem a *challenge*. I was young and dumb; I really didn't know the difference between a problem and a challenge. I just knew whenever I used that word around my sales manager he got mad, so I started saying, "Ron, I've got a challenge."

**When I studied the word "challenge" in later years, I found that the difference between a challenge and a problem is in how you look at the situation. A challenge is more of a test, something you're actually excited about.** You're eager to see if you can overcome the situation, and you're eager to try. It's almost how you might approach a sporting situation or contest; it's still difficult—in fact, the bigger the challenge, the greater the difficulty—but you're eager to try to overcome it. **You're not trying to avoid it, like everybody else does.** You're looking at it as a way of testing your own skills; and ultimately, it's a way for you to feel better about yourself as you develop your talents and abilities.

That's what I want to pass along to you here: *Look at your problems differently.* One of the best books I've ever read is

## **JUMP... And the Net Will Appear!**

called *Million Dollar Habits* by Robert J. Ringer; I try to read it once every couple years. It's one of his older books, published in 1990, so it's a bit dated. But there's a whole chapter on the Attitude Habit—that is, how to develop a great attitude. **Ringer argues that there are just a few key ingredients to developing the right attitude.** The first is that you have to do just what I'm suggesting here: **look at problems, pain, adversity, and setbacks differently than most people do.** Accept these things, and face them head-on. Don't try to run from them. **If that means going through some pain, then accept that pain, instead of trying to avoid it a thousand different ways by minimizing it or justifying it or rationalizing it.**

Some people try to escape their problems in ways that are very self-destructive... and not especially good for those around them, either. Don't do that. **Face your problems head-on, and deal with them immediately.** I've adopted this attitude myself. I don't always practice it effectively, but the older I get, the more I try to embrace the difficulties I encounter. I advise you to do the same. *Don't* try to run from them. Accept that problems are an ongoing part of life and business—especially business. Problems are everywhere.

**The second key ingredient to Ringer's formula is to look for the good in everything. Every time you're faced with a difficulty, look for something good to wrap your arms around.** Now, here's the interesting part: anyone who's lived past the age of 35-40 years can look at situations that happened to us a decade or two ago that were really, really bad at the time, and realize that ultimately, some good came of those situations. We can remember how hard it was to live through those periods,

## CHAPTER TEN: It's Better to Strengthen Your Back Than Lighten Your Load

yes, but we can also perceive the silver linings. We all have this in our life; we can take the most painful periods, give them five or ten or 15 years, and we can all find something good in them. **The challenge in this second step is finding something good as fast as you can.** Don't wait five or 10 years—wait five or 10 minutes. Look for the good right here, right now. Get your arms around it.

**The third stage is to find the energy in the situation while you're still dealing with it.** Yes, it's painful, as all difficult situations can be when you're in the thick of things; but there's also a lot of energy available to you. That pain itself represents a lot of energy, especially if the problem is emotional and/or mental rather than physical. **Use that energy to take massive action in a direction that will help solve the problem.** Because, as the wisest of people have said repeatedly, every problem contains the seed of its own solution. You just have to look for it—and it's not necessarily going to just come to you if you don't. **Start working on the solution immediately. Start moving in as many different directions as possible, and try to figure things out.**

Here's a good example of the dictum that your problems contain a lot of energy. **For many years, I was terrified of public speaking.** I can still get that way in front of a large group; sometimes, that first hour or two is just a living nightmare for me. But after I loosen up, I really enjoy it! It's one of the greatest things I've ever felt. **I thoroughly enjoy being up in front of a group after I'm all warmed up, as long as the group isn't hostile. But that's now.** In the beginning, this was a major obstacle for me, so I took all the pain I was going

## **JUMP... And the Net Will Appear!**

through—which was fear, basically—and used it to fuel my speaking. I came across as being an extremely high-energy speaker as a result. **People didn't realize that I was actually terrified, which was what was fueling me to move all over the stage, right and left, back and forth!** That gave me lots of energy, and lots of power... and no one had a clue that I did it because I was absolutely terrified. **My tremendous amount of fear came across as excitement.**

All that fear was a serious problem for me during my first decade as a speaker. I'm hardly alone here; studies show that fear of public speaking is right up there with fear of death. In fact, some people are even more scared of speaking in public than they are of dying. **Too often, they let that fear stop them in their tracks, when they could be using it to power their efforts.** Remember: all problems also come with a tremendous amount of energy that you could be putting into solving the problem.

**This is just one aspect of the concept of strengthening your back rather than lightening your load. The problem with this concept is that people tend to look for the easy way out in everything.** If you stopped a hundred people on a busy street and asked them, “Do you want to make more money?” probably 95 of those people—if not all of them—would respond enthusiastically in the affirmative. And yet, if you asked them if they were willing to work hard to get that money, the level of positive response would go down sharply. If you asked them if they were willing to spend money to make that money, it would drop even farther. If you told them that they could make a lot more money but it would take them a lifetime to master the necessary methods—and that they'd probably fail

## CHAPTER TEN: It's Better to Strengthen Your Back Than Lighten Your Load

at some point along the way—then you might be left with no positive responses at all. That's what often happens when you show people what business is really like. **The more resistance there is, and the harder it is to succeed, the fewer people want to participate.** That's human nature. You find this across a wide spectrum of activities.

Consider physical fitness. Huge numbers of unhealthy people make New Year's resolutions to become healthier, to lose weight, or start working out. Well, it's easy to talk about that in the abstract—but when it comes to actually doing it, to committing to it and seeing it through, the number of people who are still sticking with those New Year's resolutions just a few weeks later is incredibly low. That's also why the “magic pills” and eat-anything diets are so popular, whether they work or not. You don't need to exercise; you can just take this pill or eat a big pile of pasta, and all your weight troubles will be gone! **Those kinds of fantasy cures exist because people don't actually want to do what it takes to get the results that they say they want.**

So we have this phenomenon where those two things counterbalance each other. **You can't get where you want to go without doing what it takes to get there.** In order to get healthy or lose weight, that New Year's resolution has to have teeth; you have to put something behind it. Now, maybe there *is* a pill you can take that helps you lose weight, but the tried-and-true method of eating right and exercising, and in general living a different lifestyle than the one you're living now, is the method that works best—like it or not. But most people would rather lighten the load than strengthen their backs.

## **JUMP... And the Net Will Appear!**

As I was thinking about this strategy, I considered how many of us feel about celebrities—especially people who are famous just for being famous. Now, there are people who’ve earned their way to the limelight, in Hollywood and elsewhere—people you look up to and say, “Man, that’s somebody!” They’ve paid their dues in the field. You know they’ve struggled, and that their current success is a direct result of them putting in a lot of hard work. Well, I’m not talking about those people. I’m talking about the ones you know really haven’t done anything. I’m sure you can think of a few.

People like this aren’t famous for anything they actually did; they’re famous because they come from a famous family, or maybe because they’re a child of someone else who’s famous. **They haven’t earned celebrity in their own right. They’re unproductive and don’t do much for society... or for themselves, for that matter.** We usually mock those people, and for good reason. They don’t have to do anything, and they’ve never *done* anything. Most of us don’t think too highly of that.

**At the same time, we tend to marvel at athletes and other successful people who overcome great adversity.** Think about all the movies and books about athletes who came back from the edge. They were down and out, and then something happened, and they revived their career somehow; or maybe they didn’t, but went on to do other great things. We tend to look up to people who had career-ending injuries, for example, and learned how to turn that adversity into something productive. And when you get right down to it, we tend to admire *anyone* with great athletic abilities.

But it’s funny, really. We look down on those celebrities

## CHAPTER TEN: It's Better to Strengthen Your Back Than Lighten Your Load

who are famous for being famous... and yet most of us wish that we were more like *them* than like the people who earned their celebrity with hard work. We want the lifestyle of the person who did and does nothing, because we don't want to expend work required to be the successful athlete, or the successful musician, or anyone who wrought their own success—who spent years training and honing their edge before they became famous. **As a society, we try to do things as easily as possible with as little resistance as possible... and we want things to be as sedentary as possible.** It would be the ultimate scenario for us to be able to sit around all day and do nothing, yet have everything we wanted, and rejoice in all the latest gadgets and gizmos, drive the hottest models of cars, and vacation anywhere in the world at any time. **We want to live that way, but we don't want to go through what it takes to get there. We want the simplest, easiest, cheapest, path of least resistance.**

But here's the thing: usually, when you take the path of least resistance, you get the least results in the end. **So when you think about the options of strengthening your back or lightening your load, you have to resist the urge to make things easier.** Instead, dig in your heels, put your shoulder to the wheel, and force yourself to do what it takes to get better and better in the process. ***Don't lighten your load.*** If you cast off everything that's challenging, if you avoid any potential risk, if you avoid anything that could challenge you or make you grow or stretch you... well, at some level you *can* live an easier life. And yet the rewards you could otherwise enjoy will be completely missing.

I look at stretching yourself this way as sort of like



## **JUMP... And the Net Will Appear!**

stretching a rubber band. At first, all you've got is a wobbly little circle. You can flop it around, and it wiggles freely; there's a lot of give to it. Now, suppose you take it into your hand and stretch it between thumb and forefinger. All of a sudden, that give is gone; if you stretch it far enough, you can play it like a guitar string and graphically hear the tension. **The more you stretch it, the less give it has; and if you keep on stretching it, it might break. And yet if you release the strain, it returns to its old, flimsy state.**

**There's a certain level of pull going on in every life; and like a rubber band, you experience stress and strain when you're faced with daily problems.** Maybe, in your case, you encounter challenges that take a lot more thinking or planning than normal, or you run through some other form of adversity you have to fight through. You have to stretch yourself to deal with these issues, which ratchets up your stress levels. Sometimes, the resulting strain is so severe that you get close to breaking; you may even get stretched *beyond* the breaking point now and then, so that you (figuratively) snap. **But the thing is, if you don't stretch—if you don't push yourself toward new heights—then you stay all loose and flimsy like that unused rubber band.** You don't have to worry about breaking, but you don't accomplish anything, either. A rubber band has to be able to stretch to accomplish its goal and maximize its productive nature.

**If you're not stretching, then you're probably not living up to your potential.** Life is too easy, because the path of least resistance doesn't challenge you. **You usually get out of life what you put into it;** if you're not willing to be stretched, if

## CHAPTER TEN: It's Better to Strengthen Your Back Than Lighten Your Load

you're not willing to undergo adversity, if you're not willing to better yourself and strengthen your back, then you'll never grow and you'll never accomplish great things. **You've got to be willing to undergo those trials and make yourself better, as opposed to making your load lighter.**

**Anything you can do to stretch and push yourself develops the skills required to handle similar problems, and helps make you flexible enough, in the long run, to understand how to apply existing skills to new and different problems.** I wish I'd known in the very beginning, when I was first getting started, just how critically important having those skills was! If somebody had told me back then that the solution to all the problems driving me crazy was simply to face them head on, and struggle through until I could develop enough skills to easily deal with those problems, it would have helped me a great deal. That's why I'm telling you this now.

The coolest thing about becoming stronger and developing these skills is that you can look back and see, very clearly, how the things that used to be so difficult for you aren't so difficult anymore. **You're able to do things you never thought you could do, and do them better than you ever thought possible.** What was once difficult becomes easy, because you've developed the skills you needed by strengthening your back — *not* by lightening your load.



## CHAPTER ELEVEN

**Strive to become the  
competitor you would hate  
to compete against!**

**JUMP... And the Net Will Appear!**

# Strive to Become the Competitor That You Would Hate to Compete Against

My best analogy for business is that it's like a combination of art, science, war, politics, and a great game all at once. **But most of all, business is like a battlefield. To be truly competitive, you really do have to view it as almost like warfare.** Your competitors are your enemies more than your friends. This is true whether they're direct competitors, who sell the same kinds of products and services that you sell, or indirect competitors who are simply after the same types of customers, although they sell different types of things than you do.

**Having said that, I have to admit that some of our best friends are in the same business we're in, but that's tolerable because we're joint venture partners.** We're good friends because we've found a way to work together for our mutual benefit. We trust each other and share a great deal in common. **So I will say that it's possible to develop and maintain good solid relationships with people who are in the same market as you. And yet, you *still* have to try to strive to be the very best you can possibly be**—and to stomp the other guys into the dust. These competitors are after the same groups of prospects you're after, and some of them are extremely aggressive, so the only way to compete with them is to fight fire with fire. You've got to be just as aggressive as they are, if not more so. There are only so many really good prospective buyers in the market, so you have to approach this from the standpoint that your

## **JUMP... And the Net Will Appear!**

competitors are trying to take money away from you... which they are. **It's money that should be yours and *would* be yours if you were a better competitor.**

I recommend that you look around for role models—both good ones and bad ones. Believe me, you'll find a whole lot more bad role models than good ones! **And that's actually an empowering situation for you, because all you have to do is the opposite of what all of the bad competitors are doing.** Don't make the mistakes they're making. When do you find the good role models—which I define as the ones that are doing the best in your marketplace—remember that it doesn't happen by accident. **Success leaves clues. It's up to you to find those clues, so closely examine what they're doing, and try to learn from them as much as you can.** Do a little legal espionage: get on their customer lists, buy some products or services from them, and see how well they handle the customer service and follow-up.

Here at M.O.R.E., Inc., we're entering a whole new area for us, so we've singled out the 28 biggest competitors that we want to go after—and now we're spending hundreds of dollars each to get on their customer mailing lists. Later we'll spend more money to get moved up their customer lists, so we can analyze their company from a customer's perspective. **We don't just want to see what they're selling; we want to know how they're doing it. It's the only way we're ever going to develop the kind of intimate knowledge that we need in order to successfully compete against these companies.**

I think you should do the same. **Be willing to spend some money with your competitors incognito, so you can get an**

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

**idea of what they're doing.** Don't use your real name if they're your direct competitors, but do find out what they're doing—because if they're succeeding in a big way, you need to analyze and understand their processes. Some of these companies we're dealing with are generating tens of millions a year—up to a hundred million, in some cases. So they must be doing something right. **The only way we're going to find out what that is is by spending some money to receive their promotional materials, products, and services, and to experience their follow-ups.** It's almost like how, in the sporting world, one team studies another. They learn their strengths, they learn their weaknesses, they try to figure out their unique strategies, and then they counteract all that by developing specific game plans that will hopefully enable them to beat those competitors. Think deeply about how that works in business.

Striving to be the competitor that you would personally *hate* to compete against means you have to think bigger, set larger goals, and strive to be the very best marketer you can possibly be. **The late, great Peter Drucker once said that everything in a business is an expense, *except* for marketing and innovation.** Both can earn you much more than they can cost you, so when you're striving to beat your competitors, you have to focus in tightly on those two areas.

Innovation means always coming up with something newer, better, faster, different, bigger, more exciting—something that's going to be so attractive it really turns customers on. **True innovation also results in better solutions to the problems people are faced with; this sets you completely apart from everybody else, such that people want to flock to you and do**



## **JUMP... And the Net Will Appear!**

**more business with you.** Marketing, of course, is everything you do to attract and retain customers, so innovation and marketing are first cousins, if you will—very closely related.

The better you get at marketing and innovation, the more competitive you're going to be, and the harder it's going to be for others to compete against you. They'll *try* to compete against you, of course. **When you start doing things that are totally innovative, you're suddenly going appear as a blip on the radar screens of the more attentive marketers, and they're going to try to copy you. But if that happens, you have to innovate faster than they can imitate.** Follow the advice of Ray Kroc, one of the greatest entrepreneurs who ever lived. He was the phenomenal marketer behind the McDonald's restaurant empire. Back in the 1960s, when fast food companies were popping up left and right, doing their best to copy McDonald's and Burger King (and a few others that aren't even around anymore), someone asked him, "Ray, business is booming—but you've got hundreds of competitors, and they're all nipping at your heels. How do you deal with that?" And all Kroc said was, "We will innovate faster than they can copy."

In other words, he was determined to move faster than all his competitors. Basically, he was saying, "They can chase me all they want, but I'm going to continue to develop newer and better things that provide higher quality for a lower price, and I'm going to be creating all of that a lot faster than they can keep up!" **With innovation, you see, you're doing something totally unique.** You're not just copying other people, though you may be adapting ideas you find elsewhere in the marketplace, and putting them together in a totally unique

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

way—or at least in a way that will be *perceived* as unique.

There's a book about the McDonald's phenomenon called *Behind the Golden Arches*, and if you haven't read it, I recommend that you do. It's a bit old—it was written in the mid-1980s—and yet it's fascinating; it should be taught in business schools all across the country. There's a story in the book about a man who's operating a brand new fast food restaurant on a nice corner location, and it's very successful. Before long, McDonald's starts building across the street, and he watches with great interest as the new store goes up. Eventually, the restaurant is completed, and he sees some signage going up announcing their Grand Opening. Soon after, he sees two gentlemen walking from the McDonald's over to his store.

He thinks, “Well, that's nice; they want to meet me. They want to shake my hand; and maybe they want to see if, should they ever run out of hamburger buns or onions, they can come over and borrow some from me.” That's his mentality as he's watching these two men cross the street: that they're coming to be friends, and in the future, maybe they can help each other out. But when they do introduce themselves and shake his hand, the leader basically says, **“Hi, I'm the regional manager for McDonald's. We're opening up across the street, as you can see, and we're here to put you out of business.”** Just like that! I think that's a very cool illustration of how to be the competitor that you'd hate to compete against. These guys were totally ruthless when it came to business.

That little statement nicely summed up the McDonald's business attitude at the time. They were out to dominate the market, like it or not. And look at where they are now! At the

### **JUMP... And the Net Will Appear!**

time, there were hundreds of other fast food chains appearing. This was a revolutionary new industry that was just starting to explode, especially as the suburbs started to develop across the country in the late 1950's and 1960's. It was a booming industry, and many of the would-be competitors thought of it as an opportunity to make some easy money. **But McDonald's was an extremely difficult competitor, because they were out to dominate the market, not just some small part of it.** And where are all those hundreds of restaurant chains now? They're mostly dead and gone. Read *Behind the Golden Arches*, and you'll get a better feeling for what I'm telling you here.

This is a great example of what it takes to be an aggressive marketer. **You have to compete to win in your business.** Instead of developing a friendly, working relationship with the other restaurant owner, the McDonald's guys went for his throat. They treated business as a war scenario; if they'd been on competing sides of a real battlefield, they would have just walked in and shot him. Now, that doesn't mean they weren't nice people. It doesn't mean they had any animosity towards him as an individual. It just means they were out to take his business away. They wanted the biggest share of the marketplace possible... and they knew that to get what they wanted, some of the competitors were going to have to go. **That meant that they were going to have to beat their neighbor at the business of attracting and retaining customers, and that they were going to have to do it so well that he wouldn't last long.**

The lesson here is that you have to be aggressive. **Your level of aggression in going after the biggest possible market share will determine your success or failure.** If you don't

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

want to be an aggressive marketer, then you're probably going to have to settle for less than the best when it comes to your business results.

Who knows what the end story was for that restaurateur threatened by McDonald's? That wasn't part of the story, but he may very well have perceived their threat as a kick in the pants. He may have decided, "Hey, if I'm going to stick around, I need to be aggressive. I need to go out and get all the business I can and not be afraid of McDonald's." He may have done that, and ended up just fine. Certainly, there are lots of places to eat around McDonald's restaurants all over the U.S. and the world, so you don't *have* to succumb to McDonald's moving in next door—so maybe he didn't. But maybe he went the other way, too. Maybe he just thought that things would hopefully work themselves out—that he would get enough business to survive even if McDonald's captured most of the market share. If that's what he thought, then his business probably withered and died. That happens to people who don't bring their best games to the table. **Even if you *do* bring your best game to the table, if you don't know enough about what you're doing—and you aren't willing to learn more as you go and push extra hard to offer your competitors a decent fight—then you may still lose out.**

You can't be Mr. Nice Guy, or expect anyone else to be. You're obligated to push as hard as you can, to constantly hone your efforts and strive to take the biggest market share you can handle—to even reach beyond your capabilities and bite off more than you can chew. **At the very least, you have to be a worthy adversary for your competitors, so that they can**

## **JUMP... And the Net Will Appear!**

**push you on to be even better than before.** An unequal balance of power is good for no one, least of all you; neither is mutual mediocrity.

Chris Lakey tells me he's experienced something like this in his interactions with his son Austin, who's just about 13 now. Chris doesn't play video games very often, but occasionally Austin wants Chris to play with him. So recently, they played a soccer video game; Austin's a big soccer fan. Chris doesn't really like soccer, but he wanted to sit down and do something with his son, so he decided he'd try the game. Austin set him up and he was able to pick his team... but since Chris doesn't know the game, he just picked people with good ratings and tried his hand at soccer. Well, Austin just pounded him into the dust! He beat Chris badly because Chris isn't a big soccer fan and doesn't know the game well.

If they'd been playing American football, the tables would have been turned. Austin knows how to play football, but Chris has been playing football video games since he was Austin's age, so he's very familiar with the game and knows all the players. Chris can pick out an excellent team, and he knows all the plays and strategies, and how to use the controllers—so he can pretty much dominate those games. The point is, there are some things Chris is better at, and some that Austin is better at... and it makes for pretty horrible video game playing if they're not competing on the same level.

Now, on the other hand, if Austin is playing a game with one of his buddies and neither of them knows what they're doing, they can have fun and both of them stink. Or, if they're both really good, they can also have a really good game. It can

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

be fun to play, and whoever wins, it's a hard-fought battle. All kinds of dynamics can go into competing effectively.

To bring this back to the business world and your competitors, there are a couple of things that can happen. **You might be in a scenario where you're so much better than everybody else in your marketplace that you dominate the competition. There's no need to even try hard.** People know who you are, you eat up the market share, and your business thrives. Think Microsoft and Intel. There's some competition around, but they're no good, and you don't even have to try to beat them. That makes for a pretty boring business, and ultimately, you don't innovate because you don't have to. It's like the problem you often see with government services; there's just no competition, so those services become mediocre. The U.S. Postal Service is a good example. One of the reasons the USPS stinks (in most people's opinion) is because it's got no competitors. **When someone else challenges you, it stretches you; it makes you go further, as you try to meet and exceed their challenge. So if you really dominate your business, and no one *can* challenge you, that's not always a good thing.**

**But the opposite is true also. If you absolutely stink and all your competitors are much better than you are, you're never going to thrive.** It's an unfair, meaningless competition, and it's no fun either for them or you, because you're not on a level playing field. But then again, if you both stink, there's no fun, either. Maybe someone wins, but because you're horrible, there's no real striving on either side to beat the other guy out.

**In the best-case scenario, you have two highly competitive businesses, running neck-and-neck.** One of them

## **JUMP... And the Net Will Appear!**

has slightly better sales one month, but the next month the other comes right up and kicks them in the pants. They're battling back and forth, and you see this play out in the marketplace of ideas and commercials and the customers they're both trying to get. Each is on top of their game, and that's the best place to be. **You're on a level playing field because you've both maximized your game—and there's something exciting about those kinds of matches, just as it's exciting to watch two top-notch sports teams strive against each other.** If they're too unevenly matched, it makes for boring TV. But when they've both performed well this season, and they both have excellent players who have more than proven their worth, then you know the battle is going to be epic!

It can be that way in business, too. **Businesses can go all out for customers and do battle head-to-head.** If you're in that particular marketplace, you can see it happening. You can see the competitors marketing aggressively and trying to get all the business they can from each other. They've both elevated their games, and they continue to press each other and feed off each other. **They *inspire* each other.** It's sort of like when you're a runner; you don't want to run against someone who's slower than you. It's actually best if you run with somebody who's better than you are, because they challenge you by example to become better at what you're doing. They challenge you to push it harder than you feel comfortable doing, because you're trying to keep pace with them.

That's one reason why you want to become the competitor you would hate to compete against. **You want to constantly push yourself, to test yourself against the example of**

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

**someone who's stretching and challenging you.** Ideally, you should hope that at least one other competitor in your marketplace is striving against you in the same way. Of course, your goal is to beat them out; but having someone else who's stepping up their game means that *your* game has to step up just to keep up. One result of that is innovation in the marketplace, which is always a great thing.

**Innovation is necessary not just for you to make more money, but also for you to better serve the marketplace.** A free-market economy is at its best when there are at least two competitors going head-to-head in every market, trying to beat each other out. **That means they're constantly trying to get better, which usually means innovation, which usually benefits the consumer.** Let's say you're in the cell phone industry. The reason cell phone companies innovate constantly is because they're trying to get you to buy their next big thing, right? **So you see prices come down and you see services improve, because they're all fighting for a bigger market share.** The best competitor in that marketplace is going all out to attract your business, so one thing you end up with is better products and services.

**If you had only one choice for cell phones, you'd be out of luck.** Let's say the government has a cell phone monopoly, or that for some reason there's just one company that dominates the market and nobody else can even compete. Well, there's no reason for innovation, because that company has nothing to worry about. They can do whatever they want. **They can charge whatever they want, because they know you'll have to pay it, since they're the only game in town.**



**JUMP... And the Net Will Appear!**

**But add another provider into the mix, stir up some competition, and things change. Innovation drives prices down and gives you more choices.** The consumers win when businesses go all out and start fighting for their dollars. **But as an entrepreneur engaged in that fight, you also win, simply because it makes you step up your game.** So strive to become the competitor you would hate to compete against. If you'll do that, whenever someone else steps up their game and you have to innovate in order to get and keep the best market share, you'll end up stretching yourself just as I talked about in the last Way. You expand your horizons and perform better. Ideally, everybody wins.

**Now, I've got to be honest here: winning isn't inevitable.** You can be like that rubber band that stretches too far and finally snaps. But you've got to at least try, or you're doomed right out of the gate. **Hopefully you'll do as Ray Kroc suggested, and innovate faster than anyone can copy you.** You *can* stay on top of it, if you do innovate; and generally, that's what happens in those kinds of scenarios. **The company doing the innovating always stays a step ahead of all their competitors.** The dominating company is the one that comes out with whatever's next.

So you want to be in that position... but remember, it's no fun to compete against nobody. It's not much fun to go out on the basketball court and just shoot hoops, is it? The best thing is if you're playing a game of one-on-one or five-on-five and you're in the heat of a battle and it's a sweaty game, and maybe there's some blood spilled. Maybe someone gets an elbow to the face. That's where you really have a lot of fun and feel alive on

## CHAPTER ELEVEN: Become the Competitor You Would Hate to Compete With

the basketball court. It's not much fun to play basketball by yourself... and it's not much fun to play by yourself in business, either. **So find yourself a competitor, be aggressive, and go for the throat—and hopefully, they'll be aggressive right back!** The best you can ask for is a worthy opponent to drive you toward excellence. A lot of people who don't understand business don't realize that.

Remember the old AT&T from decades ago, back when they monopolized American phone service? My father always used to complain about was how bad it was that AT&T broke up. He thought that it was a terrible thing when the government *forced* AT&T to end its monopoly over the entire phone industry. Because, he said, "When my phone was broken, I knew exactly who I could call, and they would come fix my phone." Well, once there were plenty of competitors, once the government had forced innovation back into the phone market, he didn't know who to call anymore.

Now, Dad loved his cell phone; so when he complained about the AT&T breakup, I'd reach down where he kept his cell phone on his hip, pull it out, and hold it in front of his face. I'd say, "If that would have happened, Dad, you wouldn't have this phone right now." **Cell phones are a result of free market economics and competition from a thousand different sources, many of which didn't make it in the end.** An open, brawling marketplace spawns all kinds of good things, such that the consumer ultimately benefits. **Everything becomes cheaper, faster, more powerful, and less expensive.** You wouldn't think that all of those ingredients would go together, but that's what happens when there's plenty of competition. **The**

**JUMP... And the Net Will Appear!**

**end consumer always benefits!**

This is such a powerful thing, which is just one reason why **you should strive to be that competitor who's always innovating, always outdoing your competition, always looking at what's working the best for them, and then finding ways to kick ass in the marketplace.** It's not always easy; you do occasionally have to go through some pain to be where you want to be, as I talked about earlier. Yet it *is* challenging, it's stimulating, and many times it's just a whole lot of fun.

So think very deeply about all that. Find out who's out there doing what, who's making the most money, and model yourself after those people. Find out who's struggling the most, and do the reverse of what they're doing. **Set out to wrestle as much of the market share as you can away from your best competitors. Hack out a niche for yourself—and constantly strive to make it bigger and more inclusive.**

## CHAPTER TWELVE

**Knowing what to do  
will always make you  
more money than  
knowing how to do it.**



**You can figure out  
all the details later —  
or better yet —  
*let someone else  
figure them out.***



# Know What to Do

**Knowing what to do will *always* make you more money than knowing how to do something.** You can figure out all the details later—or better yet, let someone else figure them out.

Years ago, we had a huge seminar center that could easily hold 150 people, and it was decorated with all kinds of banners hanging down from the ceiling, printed with various sayings. One of those read, **“Concepts first, details last.” That’s a crucial point to keep in mind. You can’t get bogged down in the details of things.** You’ve got to rise above them, instead of getting stuck like so many people do. They become what we call “vapor locked,” where all of a sudden they’re immobilized because of those very details. Oftentimes, they’re trying to figure out how to do something before they’ve really taken the time to figure out why it’s even important.

**The majority of your time should be spent on the “why” to do something, not the “how.”** Knowing why you do what you do is the most important thing. **If you get bogged down in the details, you’re going to create mountains out of molehills, you’re going to overcomplicate things, and you’re going to make your project impossible to implement.** Conversely, if you just stay focused on the “what” to do and the “why” to do it, you’re going to eventually figure it out as you go along. Now, this does require something of a shift in consciousness, which is

## **JUMP... And the Net Will Appear!**

much easier for some people than others. But no matter how hard you find it, you've got to stay focused. **You've got to always know what's most important, and why.**

There's a great quote I memorized years ago that goes like this: **"The person who knows *how* to do something will always have a job. The person who knows *why* to do it will always be their boss."** I love that quote, because it's more than just an easily remembered play on words. There's a lot of truth to it. Knowing what to do and why to do it is far more important than knowing *how* to do something. **You can figure out the "how to" part out later.**

Adopting this mindset requires that you develop an intimate understanding of your business. **You have to see things bigger and think them simpler.** That concept should become your mantra. You should drill it into your mind, tattoo it onto your brain, think about it, live with it constantly. Otherwise, you'll get bogged down in the details, and you'll lose your momentum. When you focus on the "why" to do something and the "what" to do, when those become your primary focus, then you become stronger, more energized. That helps you push through obstacles that would sap your energy if you focused on the details.

Here's a great definition for the word "genius" that I've always liked: **"Genius is the ability make the complex simple."** With rare exceptions, "genius" is something we can all develop—and the best way to simplify something that's very complicated is to think conceptually. Again, go back to that banner we used to have hanging in our seminar center: "Concepts first, details last." Most people approach it the other way around, by obsessing on the details. They never think

through anything conceptually.

**Look: just get the basic idea of what you want to do, and start working toward it.** When what and why become your primary focus, you can start reducing the complicated aspects of the project by thinking in the simplest concepts. **One way to do this is by developing philosophies that use lots of metaphors and analogies.** For example: I believe that a business is like an old-fashioned watch. Open one up, and you find all kinds of little gears. Some are relatively big, some are tiny, and yet each is absolutely essential. Some of those gears may drive features that are more vital than others, so they're probably worth more in terms of both relative and absolute value; but the mechanism still requires each and every one of those gears to function. If you take out even the smallest, least important gears, the watch stops working.

Admittedly, business can be very, very complicated; and yet simple analogies like that help you make decisions. You're able to see things more clearly. **You're able to return to the basics, reduce the complicated, and make it all simpler.**

Right now, I'm trying to restructure some crucial aspects of my business. And it's going to take time; it'll probably be six months before the lawyers have drawn up all the paperwork, before all the "i's" are dotted and the "t's" are crossed, and we've got everything signed. But I'm focusing on the "what" to do and "why" to do it and working on all those details as they arise, rather than agonizing over them from the onset. All those details *are* going to be worked out. **By staying focused on why I'm doing it, and why this is so important to me, I can expedite the process.** There are other people involved who have



## **JUMP... And the Net Will Appear!**

their own agendas and issues; this is a very complex business situation, and there are many, many details that will get in the way over the next six months. But if I stay focused on the two or three things that are most important to me, maintaining those as my primary focus, then the details become less important. **I'm willing to make all kinds of concessions, because I know the two or three things that are most important to me. I know what I'm trying to do, and I know why I'm trying to do it.** I'm convinced that as long as I stay focused on those few things, then I can work out almost anything else over the long haul.

I'm not trying to ignore the complexity of anything. Business is hugely complex at times, especially when you're trying to work out situations with a group of people who all have their own issues and concerns. And yet if you're staying focused on what you're trying to do and why you're trying to do it, you introduce an element of simplicity that you can always go back to whenever things get overwhelming. This helps you see things more clearly. **Always be aware of the most important thing to your business, and why it's important.** Develop a business philosophy built around that, and strive to see it simpler and think it bigger—constantly.

You'll probably get confused and frustrated sometimes; but that's all part of the process. And realize that many times, the reason you get off track is because you're asking yourself, "How am I going to do it? How is this going to work out?" You're getting ahead of yourself; you should be thinking more about what you're trying to do and why you're trying to do it. The more you do that, the better the answers you'll get. Ironical, isn't it? **If you just focus on how you're going to do something,**

**you're never going to get it right; but if you focus on what you're trying to do and why you're trying to do it, how to do it becomes so much clearer.**

**There's a big difference between knowing what to do and knowing how to do it, and those differences are really where your money is made.** So don't be afraid to leave the details to the experts. Look for someone who specializes in what you need done, and let them figure out how to put all this stuff together. In other words, stay focused on the most important things, and work with the very best, smartest, brightest, and most talented people you can possibly find, letting them figure out how to get it done. We do this every day in our normal lives; so why not do it in your business?

Consider the technical aspects of life, those that are beyond your skill level or that you simply don't have time for—the things that you'd ordinarily hire someone else to do. For me, it's things like car repair, plumbing, and electrical work. **Those are skills I don't have and don't have time to learn; and even if I could do them myself, why should I?** It's cheaper to hire someone to handle all the details.

Recently, one of Chris Lakey's daughters dropped her earring down the bathroom sink. Now, of course, the sink has this little thing underneath it that holds the stopper on, so you can't easily remove the stopper from up top; you have to get underneath the sink to unhook something to release it. Chris doesn't know how to do that, which shows you his plumbing skill level. Well, Chris is smart enough to know that there's a little elbow in the pipe that pretty much traps anything that gets dropped down the drain; he knows he could take that off, but

### **JUMP... And the Net Will Appear!**

he's a little worried that if he *does* remove the elbow joint, he'll never get it back on tight enough to prevent future leaks... and he just doesn't want to mess around with that. So he went on the Internet to figure out how to pull that piece off to release the stopper, and pretty soon he was a half an hour into it, and his head hurt because he'd knocked it on the cabinet while getting underneath to try to figure it all out.

By the time he figured out how to do it, Chris was uncomfortable with the thought of trying, though it initially looked like it should be fairly simple. The earring is still down there, by the way, as of this writing. He probably could go back again and figure it out; it's not that he's incapable of doing it. He knows what he's supposed to do to make it work... but he says that when he gets down there and actually looks at it, the task seems kind of daunting, and he chickens out (his words, not mine). He doesn't want to mess something up or have to replace a part if he breaks it. He doesn't want water to come gushing out. Now, he knows you're supposed to turn the water off so that doesn't happen; but he's still afraid of things like that, because he's not a plumbing expert. **So again, he knows *what* he's supposed to do, but he prefers to leave the actual "how to" to someone who's trained in that skill set.**

It's the same way with cars. Recently, Chris decided to buy a used car for travelling back and forth to work. Of course, while doing so he thought the whole time about how he preferred buying new cars, because when you do that, you don't really have to worry about things going wrong. Although things sometimes *do* go wrong, they're usually covered by a warranty, so you don't have pay for major repairs. Well, he actually

## CHAPTER TWELVE: Know What to Do

bought a BMW that's several years old and had the potential of having something go wrong the second he handed over the check and got the title. He knew that he could literally drive away and all of a sudden something might go "POP," and suddenly his new car wouldn't be drivable anymore. It didn't happen, but that's a risk you take when you buy an older car.

In fact, this car has a thermostat that needs to be replaced. It doesn't affect the car's performance; the heater just doesn't get as warm as it should. The previous owner had bought the thermostat but hadn't replaced it, so Chris told him, "Just give me the thermostat, and I'll take care of getting that replaced." It wasn't until he thought about it a bit that he realized he was going to have to pay someone to do that, since he isn't a mechanic. He says that when he looks under the hood, all he sees is a bunch of parts! He might be able to add some windshield wiper fluid or antifreeze or oil, but that's about it. Beyond that point, Chris just hopes the car works fine. And yet he's buying it at a decent price. Worst-case scenario, if the thing falls apart, it's not the end of the world.

Again, Chris isn't a car person. Like most of us, he knows how to drive, and that's about the extent of it. He says that's pretty much the way it is with all kinds of things with him. He just wasn't trained in those things and was never interested in them, so he doesn't have a clue beyond the basics. Now, when it comes to actually knowing how to fix a car or plumb a house, he could probably figure those things out if he wanted to take the time; **but the point is that he doesn't have to. There are experts available who already know how to do those things.** If his car dies or he has a plumbing or electrical issue in his

### **JUMP... And the Net Will Appear!**

house, he knows who to call. The experts have the skills to pull off the necessary repairs—the know-how to make the things that he needs done happen. The bottom line is, it's cheaper for Chris to hire an expert to fix his car or wire his house than to try to do it himself.

**The same principle holds true for business; you need to know what to do, even if you don't actually know how to do it.** And it goes beyond that: sometimes it's as simple as knowing who to delegate to, even if you *do* know how to do a particular task, if they can do it more cheaply than you can. **In this case, the “what” to do relates to the larger picture of how to make a profit in your business, how to get the phone ringing, how to get the cash register chinging, and how to do the things that drive business in your marketplace—as opposed to knowing how to do the actual work.**

**For example, in our business, each employee serves a certain purpose to drive the company forward and get things done.** For example, we have people who process the mail. Some of that mail contains orders, which go to the administrative department. Some of it contains questions, which go to the customer service department. The mail gets routed through our company depending on the type of mail it is, and what the desired outcome is. Sometimes, we get tax notices, which go to the accounting department. So we need people who specialize in processing the mail and getting it to where it needs to go. We also have an administrative team that enters orders and makes sure that credit cards get charged the right amount; and if the customer's supposed to be paying monthly for a service, they get that set up. An order would then get routed through from the

## CHAPTER TWELVE: Know What to Do

admin. department to the shipping department for packaging. Within a few days, a box would be presented to the post office for shipping to a customer.

Just about anyone could be trained in how to do these things. Some of the tasks are simple to learn, and certainly I or Chris Lakey could do them. But that wouldn't be an efficient use of our resources; Chris and I need to be proactively marketing, developing products, and speaking to groups. **That is, we need to be worrying and thinking about things that directly relate to bringing in orders.** In this case, that's the part of the equation that I would classify as the "what" to do.

**We bring people into our staff to handle the "how" to do aspects.** We hire experts trained in accounting and finance to do the books, and others skilled at organizational tasks to man the administrative department. Again, I could learn how to do those things myself if I were committed enough. But why bother? Instead, I can pay someone else to do it, so that *their* time is spent doing the repairs, while I do things that are much more profitable or important to me. **At this level, in my business, the "what" to do becomes the marketing side of things—what I'm doing to attract and retain customers. It's the big picture of what I'm doing directly to *make money* in my business.** The "how" to is reduced to the details or clerical efforts involved in getting the business done—of actually doing the stuff that needs doing to move the business along.

That's the contrast between knowing what to do versus knowing how to do it. Maybe you *do* know how to do all the necessary things; but your time is better spent in the "what" to do and not the "how" to do it. **Simply put, you must delegate**

## **JUMP... And the Net Will Appear!**

**most responsibilities to others.** In other words, you should have people in your business (permanent or outsourced) who can do those things that you *could* do, but that you *shouldn't* do.

**It all goes to implementation: figuring out how to make something work.** Remember: “Concepts first, details last.” **At M.O.R.E., Inc., that means we try to implement the big picture things first, like what we want a product or service to be and do; then we have people who help us figure out how to make it work.** We start with the macro scale, get things moving, and then let other people loose on the micro, so to speak: the details of how to implement it, how to manage it on a daily basis, and how to keep things running smoothly. This is a much smarter way to handle your business, and the ideas that result from thinking this way will always be better.

People who focus only on “how” to do something can’t easily see the bigger picture, because they’re looking at it from the bottom up. They don’t have a good conceptual grasp of things. **Conversely, people who focus on what to do and why to do it are able to see things from the top down. Those are usually the leaders within a thriving, growing company.**











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This book gives you some of the most powerful marketing secrets that author T.J. Rohleder has used to generate a huge fortune. The first chapter shares the title of this book and gives you the secret to FORCE YOURSELF to be, do and have MUCH MORE of ALL you are capable of achieving. This is a very simple secret and yet – as T.J. will tell you in chapter one – this little technique has brought him millions of dollars and can do the same for you! Just use the secrets in this first chapter to FORCE YOURSELF to do more than you ever thought you could do. Read it carefully and then go through the rest of the book to discover even more marketing secrets.

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T.J. Rohleder  
(along with his  
wife and  
business  
partner, Eileen)  
began their  
direct response

marketing business in September  
of 1988. They started with only  
\$300.00 and quickly turned it into  
over \$10 million in less than 5  
years. Then they went on to  
generate over \$143 million within  
their first 22 years... Now T.J. will  
candidly reveal his greatest tips,  
tricks, and proven strategies that  
YOU can use to turn small sums of  
money into your own huge fortune!