JOE CALLOWAY

THE ART OF
ATTRACTING BUSINESS

WILEY

JOE CALLOWAY



THE ART OF
ATTRACTING BUSINESS

WILEY

Cover image: © iStock.com / mightyisland

Cover design: Michael J. Freeland

Copyright © 2015 by Joe Calloway. All rights reserved. Published by John Wiley & Sons, Inc., Hoboken, New Jersey.

Published simultaneously in Canada.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750–8400, fax (978) 646–8600, or on the Web at www.copyright.com. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748–6011, fax (201) 748–6008, or online at www.wiley.com/go/permissions.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with the respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by sales representatives or written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor the author shall be liable for damages arising herefrom.

For general information about our other products and services, please contact our Customer Care Department within the United States at (800) 762–2974, outside the United States at (317) 572–3993 or fax (317) 572–4002.

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

ISBN 978-1-119-14734-3 (cloth); ISBN 978-1-119-14742-8 (ePDF); ISBN 978-1-119-14743-5 (ePub)

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

This book is dedicated to Ellen Bush, Bob Calloway, and John Calloway. Family is everything.

Contents

1	Why Magnetic Matters	1
	The Art of Attracting Business	3
	Ideas That Work across the Board	4
	What's Not in the Book	5
	It IS Your Marketing	6
	Where We're Going	6
2	The Power of Word of Mouth	9
	The Greatest Marketing Program of All Time	11
	What Mama's Means to You	11
	Whom Do You Ask?	15
	Deciding to Buy (or Not to Buy)	16
	Zero Moment of Truth	17
	The Most Significant Shift	19
	Rethinking Your Strategy	20
3	The Hard Work of Making It Simple	21
	Get Your Thinking Clean Enough	23
4	The Three Things You Want Them to Say	25
	"You Should Try This Website Designer, Doctor,	
	Book, Accountant, and Computer."	27
	Everyone Gets It	29
	What Do We Want Our Customers to Say about Us?	30

	Make An Emotional Connection	31
	Don't Overthink It	32
	Your Three "What We Want Them to Say"	
	Statements	33
5	The Three Things You Must Get Right	37
	A Simple, Powerful Formula to Attract Business	39
	Solid Gold Strategy	41
	The Grand Guarantee	42
	Do It Your Way	46
6	The Best Idea Ever	51
	Make Sure the Other Guy Wins	53
	An Elegant Equation to Explain Everything	53
	Look at the Options	54
	I Hate to Lose	57
	I've Developed Reverse Paranoia	58
	"We Make People Lose"	59
	It's Like a Cultural Miracle Drug	60
	Standing Out Like a Sore Thumb	60
	Constructive Disagreements	61
	The Ultimate Guideline	62
7	Better Beats Different	63
	Don't Strive to Be Different. Be Better.	
	(Now That's Different.)	65
	Not the Most Unusual Pickup Truck	65
	The Connection Between "Better" and "Distinctive"	66
	Being Better Means Innovation	69
8	From Magnetic to Irrelevant	71
	The Greatest Threat	73
	Wild for CB Radios	73
	Dogs Are Loyal. Customers Aren't.	74
	Think Again	76

Contents	ix

9	Never Stop Improving	79
	You Could Just Do This, and You'd Succeed	81
	Lip Service	81
	A Daily Ritual	82
	Without a Process It's Just a Slogan	83
	You Have to Get Specific	83
	If It's Worth Doing, It's Worth Doing Wrong	85
	All Sorts of Things Occur	85
	It Can Always Be Better	86
10	The Magnetic Mind-Set	89
	Common Threads	91
11	The St. Paul Saints: It's All Word of Mouth	101
	Not Your Usual Case Study	103
	Fiercely Loyal Customers Year in and Year Out	103
	The Most Spectacular Experience You Can Have	104
	"A Whole New Ballgame"	105
12	A Magnet Needs a Market	111
	It Seemed Like Such a Good Idea at the Time	113
	Who's Going to Pay You for It?	114
	Spreadsheets Don't Buy Anything.	
	(Friends Usually Don't, Either.)	114
	A Great Idea in the Wrong Market	115
	Just Follow Your Passion. If	116
	"I'll Put It on the Internet"	117
	The Most Crowded Market in the Universe	118
13	Lessons from a Startup Magnet	121
	Looking at Your Business with New Eyes	123
	David and Goliath	123
	Lessons for All of Us	124
	What If I Were Starting Over?	135

14	Who Moved My Market?	137
	Whom Would You Call?	139
	The Opportunity of a Burning Platform	140
	We Print Checks. Now What?	141
	Who Moved My Market?	142
	We Live in Interesting Times	144
15	You're Fired!	147
	The Common (and Fatal) Mistakes That Businesses	
	Make	149
	Joe Calloway Fired a Phone Company	149
	Mark Sanborn Fired a Restaurant	150
	Larry Winget Fired the Garage Door Company,	
	the Air Conditioning Company, and His Doctor	152
	Randy Pennington Fired the Lawn Service	154
	Scott McKain Fired the Oncologist	155
	It Wasn't the Lack of a "WOW" Factor	156
	Famous Last Words	157
16	Magnetic Connections	159
	Go Retro	161
	Get Face-to-Face	161
	Practice Retail Politics	162
	The Lost Art of the Handwritten Note	164
17	Losing Your Magnetic Mojo	167
	Can a Magnet Lose Its Strength?	169
	Rave Reviews. Amazing French Food.	170
	It's Not As Good As It Used to Be	171
	That's Just Table Stakes	172
	The Big Lie	173
	Good to Great to Gone	173

Contents Xi

18	The Amazing, Simple, Overlooked Advantage	175
	Stories about How Amazingly Responsive You Are	177
	Brian Will Get Back to you Immediately	178
	A New Standard of Performance	179
	I Loved Them	180
	Until I Didn't	180
	Too Little, Too Late	181
	Real-Time Response	182
	Sorry, That Won't Work for Me	183
19	Tomorrow's Magnetic Business	185
	The Pace of Change Will Increase	187
	Your Customers Just Changed	187
	If You Make Customers or Potential Customers	
	Wait, You Lose	188
	Your Customers Are Superconnected	188
	Every Person in Your Organization Must Have a	
	Customer Focus	188
	You Have to Change from Talking to the Market	
	to Talking with the Market	189
	Sell Me Stuff I Want	189
	Don't Appeal to a Demographic. Appeal to Me.	189
	Having the Right Technology Is Great.	
	Having the Right People Is Better.	190
	"Simple and Easy" Is the New Added Value	190
	Use Video	190
	Win on the Basics	190
	Index	193

1

Why Magnetic Matters



此为试读,需要完整PDF请访问: www.ertongbook.com

This is what magnetic looks like. This is the art of attracting business.

I took this photo from my car one wet, dreary morning outside the Pancake Pantry in Nashville, Tennessee. This photo perfectly captures the core message of this book and what it means to your business: To be so good at what you do that your customers tell others, creating a steady stream of new customers.

The ideal caption for this photo would be a statement from W. Edwards Deming, who many people believe was the greatest business thinker of our time:

"Profit in business comes from repeat customers, customers that boast about your product or service, and that bring friends with them."

For a business . . . any business . . . your business . . . that's the gold standard. Magnetic means that the customers come to you. Customers are drawn to you.

The Art of Attracting Business

So, how do you make it happen? The quick answer is that you become incredibly good at what you do. So good that people talk about it. For the Pancake Pantry it's a combination of a great location combined with really good pancakes served by really good people at a fair price. That's it. It's simple, but don't kid yourself that it's easy. It's not. There's no one-size-fits-all template that this or any other book can slap on top of your business to make it successful.

On the one hand, what it takes to make a business magnetic is so simple that it'll make you slap your forehead and think "I knew that!" On the other hand, there are a thousand ways to do it and you have to figure out which ways match up with who you are as

a business, your culture, your business model, your strengths, your weaknesses, your competitive advantages and disadvantages, your personality and the personalities of those you work with, your values, your vision, your mission—it's all part of the mix that is distinctly you as a business leader, your colleagues or employees as a team, and all of it together as a business.

Every business is different. We're different in every way imaginable.

Every business is the same. We all want and need customers.

Ideas That Work across the Board

We're going to take a look at magnetic businesses, people, and organizations of all kinds, and see what is truly effective for them in attracting new customers. One of the things I love most about these ideas is that they can help attract business to a huge corporation, a mom and pop business, a law practice, a dance studio, a baseball team, a retail store, a nonprofit organization, a franchise, a consultant, a hospital, or any other kind of business endeavor. These ideas work across the board, and they can work for you.

You're going to discover how people and businesses that are magnetic are making it happen on a consistent basis. You will have light bulbs exploding in your mind as you spot the ideas that feel like a perfect fit for you. It's all good stuff, believe me, but there will be particular ideas and strategies throughout the book that will have you thinking, "That would definitely work for me," "I can easily adapt that idea to what I do," and "I can do that beginning right now."

I have helped nonprofit organizations adapt ideas from manufacturing companies to help them attract more donors. I have worked with banks to adapt strategies from successful hospitals to help them attract more customers. Your best idea is *over there*. I'm going to show you some of them. Then you take over the creative part and adapt it to what you do to help you to become magnetic.

What's Not in the Book

This book focuses on one thing above all others: creating the experiences that spark the positive word of mouth that will drive new business to you. It is about the attitudes, strategies, and tactics that make that happen.

This book is about what customers say about you. It's not about what *you* say about you. That's another book and, in fact, there are countless books about marketing, advertising, websites, and what you should say on social media. That's all part of the mix, and posting, tweeting, and linking online with customers is fine, but it's not the focus of this book.

This book is about what matters most—the stories that your customers tell about you, not the stories that you tell about yourself. Your priority should be the experiences you create that cause your customers to, as Deming said, "boast about your product or services."

It's not just important. It's the *most* important factor in your business success. This is about what the marketplace tells us is happening.

Here's a sprinkling of the data (more follows in later chapters):

- 1. 85 percent of fans of brands on Facebook recommend brands to others. (Syncapse)
- 2. 43 percent of consumers are more likely to buy a new product when learning about it through word of mouth on social media. (Nielsen)

- 3. 77 percent of consumers are more likely to buy a new product when learning about it through word of mouth from friends or family. (Nielsen)
- 4. 81 percent of U.S. online consumers' purchase decisions are influenced by their friends' social media posts. (Market Force)

It IS Your Marketing

Becoming magnetic is a way of thinking about your business so that the work you do, the products you make, and the service you deliver to your customers are no longer separate from your marketing. They *are* your marketing.

Please take special note of the statistic above: 81 percent of U.S. online consumers' purchase decisions are influenced by their friends' social media posts. Not what the *business* says on social media, but what customers say *about the business* on social media. That's the point that so many people in business miss. They spend too much time and thought on what they post on social media, and not nearly enough on improving performance that will positively affect what their customers post *about them* on social media.

We'll take a lot of different approaches and look at a lot of different perspectives on what it takes to become magnetic. We'll look at companies, businesses, people, and organizations that are seemingly completely unlike you or your business. But they will offer lessons in being magnetic that you can adapt and use immediately to attract business.

Where We're Going

At the end of each of the following chapters, you will find questions meant to provoke thought and action about the ideas

in the book. The questions are designed to be useful if you simply ask them just of yourself, but you'll see that they use the pronoun "we" to encourage discussions with your team.

Remember where we're going with all of this. We're going to look at what magnetic companies do, which you can do, to attract business. Remember that the key is what your customers say about you to others. You will create the experiences for them that will drive positive word of mouth, which is the most powerful magnet for business ever known.

Let's go.

此为试读,需要完整PDF请访问: www.ertongbook.com