

The **PROFIT BOOK**

**21 Unique Ways to
Increase Sales, Improve Cash Flow,
and Boost Your Bottom Line!**

Special FREE Bonus Gift for You

To help you generate more profit, there are
FREE BONUS RESOURCES for you at:

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- In-depth training videos on how top entrepreneurs & business owners increase sales, improve cash flow & boost their bottom lines
- Downloadable tools, exhibits, & templates that you can use as your personal “swipe file” to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch

DAVY TYBURSKI

America's Chief Profit Officer™



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The Profit Book:

21 Unique Ways to Increase Sales, Improve Cash Flow, and Boost Your Bottom Line!

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For more information on the author, visit: www.ChiefProfitOfficer.com.

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**“AMERICA’S CHIEF PROFIT OFFICER™,
DAVY TYBURSKI
is the Ideal Professional Speaker for Groups
Ranging From a ‘Handful of Entrepreneurs’ at a
Mastermind Session to ‘Thousands of Attendees’
at a Super Conference!”**



Davy’s 20+ years of leading high-performance teams in Marketing, Sales, Customer Service, Service and Operations, Credit/Billing/Accounts Receivable, Process & Systems Excellence, Corporate Communications and Training/Employee Development is what sets him apart from the other 99% of speakers, coaches and consultants in the world.

**Schedule Davy Now and Receive 100 FREE Books (\$2,500.00 value) as a Bonus*

3 Reasons Why Meeting Planners and Event Coordinators Book Davy Tyburski

1. Davy has Walked in Your Shoes

Davy is easy to work with because he understands the responsibilities of coordinating and executing small to large-scale meetings. He is just like you...he has planned and orchestrated international sales meetings for a multi-billion dollar corporation, he knows the importance of delivering quality content that is motivating, entertaining and educational for attendees!

2. Davy Connects With Your Attendees

From humble beginnings as a deliveryman with a publicly traded, global medical technology company to Award-Winning Vice President...He is just like your attendees. Because of his diverse background, he connects with your attendees by delivering the ideal combination of stories, and proven strategies and techniques!

3. Davy is a Successful Entrepreneur and Business Executive With Real-World Experience

Davy has "been there...done that...and still doing it!" His business acumen is unique because of his real-world leadership experience across several business functions.



INTRODUCTION



WHO IS DAVY TYBURSKI, AMERICA'S CHIEF PROFIT OFFICER™?

– CASE STUDY HIGHLIGHT –

“Davy accomplished more in one day than we could in 6-months...
he's probably increased our bottom line by at least \$250,000.00!”

Brian & Genessy Safdari | College Planning Experts | Valencia, CA

From Driving Nails & Ambulances... to Driving More Profit

Davy Tyburski's first 'major' accomplishment came during his high school years while attending the Mon Valley Vocational Technical School where he was studying carpentry. He was awarded the Outstanding Senior Achievement Award for Carpentry where he was selected from over 64 other students. With this momentum, he began his first career as a carpenter in the small, steel mill town of Monessen, Pennsylvania.

While in Monessen, he volunteered at the Monessen Ambulance Service where he served as an EMT. This is where Davy learned the values of teamwork, dedication, and living every day to serve others, especially in their time of need.

After one winter in the construction business, Davy decided it was too cold to be a carpenter in Pennsylvania, so he packed his belongings and moved to Fort Lauderdale, Florida. After arriving in Florida, he worked one summer as a carpenter and discovered it was too hot to be a carpenter. Davy needed a career change...

From Humble Beginnings as a "Delivery Man"... to Award Winning Business Executive

Davy decided to pursue a career in the healthcare profession because he enjoys helping and serving others. After searching the classifieds, he responded to a 'Help Wanted' ad that read something like this: "EMT wanted for a global medical technology company."



After three interviews wearing the same dress shirt and tie, he accepted the humble position of service consultant (which is a fancy title for 'delivery man') with the company.

Fast-forward twenty-plus years: after enjoying increasing roles of responsibility and attaining numerous honors like the CEO's

Award of Excellence, where he was chosen from over 2,000 other employees, he chose to retire to get some well-deserved rest. A short time later, he founded Profit InnerCircle, LLC, which today is a leading authority in profit enhancement programs.

Davy is one of the most in-demand professional speakers and business consultants because he delivers what every entrepreneur, company, and organization wants: MORE PROFIT! He is a hands-on consultant who offers his profit building services to a limited number of selected clients each year. His 200% Return-On-Investment guarantee is what sets him apart from the other 99 percent of business consultants and coaches in the world.

1. Davy GUARANTEES a 200% ROI on His Consulting Services. No Results...No Investment...Period.

He is easy to work with because he understands the responsibilities and demands of leading high performance teams and running successful businesses. Davy is just like you, he knows the importance of managing both team member and customer expectations while delivering process improvement initiatives to help reduce costs and ultimately increase profits.

2. Davy Gets More Done in 2-3 Days Than Most Consulting Firms Get Done in 2-3 Months (or Years)...Period.

From humble beginnings as a deliveryman with a publicly traded, global medical technology company to Award-Winning Vice President, Davy is just like you. Because of his diverse background, he connects with your team by delivering the ideal combination of case studies and proven strategies and techniques!

3. Davy is a Successful Entrepreneur and Business Executive That Delivers Time Tested, Profit Generating Strategies and Techniques...Period.

He has been there, done that, and still doing it today. His 20+ years of leading high-performance teams in

Marketing, Sales, Customer Service, Operations, Credit/Billing/Accounts Receivable, Process and Systems Excellence, Corporate Communications and Training/Employee Development makes him the ideal profit partner because he knows where to look for the 'profit vampires' that are sucking the life out of your business.

International Author and Leading Profit Enhancement Authority

Besides being the author of , he is also the author of . In addition, Davy is the co-author of the international book.

He is also the creator of the top-selling “Entrepreneur Operations Blueprint™ System” that shows entrepreneurs how to master their time, talents, and systems to create more PROFIT and more FREEDOM!

Davy understands and emphasizes...

“Revenue is important, but PROFIT is the most important.”

Because of his vast profit-centered leadership experience in the five customer facing business units – **Marketing, Sales, Customer Service, Operations, and Credit/Billing/Accounts Receivable** – Davy is the ideal professional speaker and business coach for you and your organization.

His time-tested and proven systems that show companies how-to increase sales, improve cash flow, and reduce operating expenses have earned him the title of “America’s Chief Profit Officer.™” Because of his profit driven mindset and fast implementation skills, Davy is on speed dial for many top entrepreneurs, business owners, and executives.

Davy has presented his proven strategies and techniques to many individuals, business associations, companies and organizations including Datascope, Banta Healthcare, Results Fitness, Medtronic, Kinetic Concepts, Inc. (KCI), Levi Strauss & Company, The Walt Disney Company, Master Lock, Atradius, Kellogg's, Warner Bros., Firestone Building Products, The National Association of Credit Management (NACM), Mizuno, Oakley, New Balance, Goodyear, Manpower, JanSport, and Microsoft, just to name a few.

Davy's Proven Track Record of Success Includes Many Awards and Accomplishments:

- Recipient of the Prestigious CEO's Award of Excellence (selected over 2,000 other employees)
- Two-time member of the President's Inner Circle and President's Club
- Maintained a 93% 'employee satisfaction' level (500+ employees), www.SHRM.org (The Society for Human Resource Management) reports the average is 83%
- Drove down operating costs as a percent of revenue in excess of 30%
- Realized double-digit increases in customer delight survey results
- Reduced Days Sales Outstanding (DSO) 59%, while revenue increased 50% during the same period

Much of this success is attributed to building and maintaining strong relationships within his organization and with his customers and clients. Davy's proven strategies and techniques can also deliver world-class results for you and your business!

Davy has Shared the Stage with Many Other Top Authors, Celebrities, Consultants, and Speakers Including...



Joe Theismann (Former NFL Super Bowl Champion Quarterback for the Washington Redskins, two-time pro bowler and celebrity sportscaster)



Tony Hsieh (CEO Zappos.com, acquired in 2009 by Amazon.com and Author of #1 New York Times Bestseller)



Kevin Eastman (Assistant Coach of the NBA World Champion Boston Celtics and Vice President of Basketball Operations for the Los Angeles Clippers)



James Malinchak (featured on ABC's Hit TV Show, "Secret Millionaire" and Founder, www.BigMoneySpeaker.com)



Stedman Graham (author of 10 books, including 2 New York Times Bestsellers)



Marcia Cross (Actress best known for her roles in "Melrose Place" and "Desperate Housewives") Patricia Heaton (Emmy Award Winning Actress, CBS's "Everybody Loves Raymond" and ABC's sitcom "The Middle")



Les Brown, "The World's Leading Motivational Speaker"



"Rudy" Ruettiger (Motivational speaker who played college football at the University of Notre Dame where his early life and career was the inspiration for the 1993 film "Rudy")



Jack Canfield (Co-Creator #1 Best-Selling Book Series Chicken Soup for the Soul)



Brian Tracy (Professional speaker, Bestselling author, and Keynote speaker/ Seminar leader)



Glenn Morshower (Actor who has appeared in over 160 film and television projects including the FOX hit series "24," "Moneyball," "X-Men," "Black Hawk Down," "Air Force One," "Transformers," and "The West Wing")



Jeff Hoffman Co-founder, Priceline.com (\$6 Billion in annual revenue)



Dr. Bill Dorfman (Dentist to the Stars, featured on TV shows like ABC's "Extreme Makeover" and CBS's "The Doctors") and Anthony Hopkins (Academy Award Winning Actor who played Hannibal Lecter in "The Silence of the Lambs")



Kevin Harrington (Entrepreneur and business executive known as the inventor of the infomercial and for the founding of "As Seen On TV" and has appeared on the hit television series "Shark Tank") and Forbes Riley (Entrepreneur who has been highlighted by Forbes magazine as a megabrand CEO for her SpinGym® and has gained international celebrity due to her highly successful, globally broadcasted infomercials)

**“I don’t want to do business
with those who don’t make a profit,
because they can’t give the best service.”**

— *Lee Bristol*

A PERSONAL MESSAGE
TO YOU



– CASE STUDY HIGHLIGHT –

“Davy has taken things and made them very simple... He is bilingual, he speaks corporate and entrepreneur!”

Captain Doug Reitz | Sterling Travel Group, LLC | Naples, FL

Warning: This book is not about fancy spreadsheets, complicated accounting formulas/ equations, or advanced tax strategies.

This book is about providing you with my proven and time-tested profit enhancing strategies and techniques that can be easily implemented in 30 days or less. These small adjustments can produce big profits for you. One of the key points I emphasize in my keynote presentations, breakout sessions, and my live seminars is, “In order to maximize your profitability and meet or exceed your customers’ expectations, you must focus on your five customer facing units (and the gaps that exist between them)”:

- Marketing
- Sales
- Customer Service
- Service and Operations
- Credit/Billing/Accounts Receivable

By closing these gaps, you will stop damaging your customer experience and start improving your profitability! After implementing these key strategies and techniques (even just a few of them), you can expect to...

- Increase Your New Sales
- Grow Your Repeat Sales
- Improve Your Cash Flow
- Increase Your Customer Delight and Retention Levels
- Reduce the Cost of Doing Business

I know that learning new strategies and techniques is one thing, but implementing them is sometimes difficult. To help you overcome this challenge, I have created a simple and automated follow-up system that will help you implement my strategies and techniques rapidly across your business.

Not only that, I am also granting you free access to my ‘done for you’ downloadable tools, exhibits, & templates that you can use as your personal “swipe file” to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch. Generally, I only share these with my private clients who invest tens of thousands of dollars to bring me in to consult for them. I’ve already done most of the work for you!

Go to www.ChiefProfitOfficer.com/Implement right now to gain access to these time (and money) saving tools, exhibits, and templates.

One of the first questions I ask my clients is, “Why are you in business?” The response I often get is, “To make a profit,” with very little detail to follow. While it’s true that making a profit is important, this simplistic response unaccompanied by an effective strategy or plan is depriving businesses of long-term, sustained profitability.

Let’s face it: there are many creative ways to increase profits...

- Rip off team members’ retirement plans or fail to fully fund the plans
- Cheat your customers and suppliers
- Manipulate your books
- ...and so on

...any companies come to mind?

In this book, I am going to reveal a few of my strategies and techniques that will help you to:

- Increase new sales by simply removing the bottlenecks that are limiting your revenue growth (which you may not even be aware of)

- Grow repeat sales in ways that you probably never even considered to keep your customers buying over and over again
- Improve cash flow (even during these difficult economic times) by making a few minor adjustments to your existing policies and procedures
- Raise customer delight and customer retention levels without spending a dime
- Drive down the cost of doing business (for you and your customers) so you can increase your profitability

**“Do not wait; the time will never be ‘just right.’
Start where you stand, and work with whatever tools
you may have at your command, and better tools
will be found as you go along.”**

—*Napoleon Hill*

STRATEGY

ONE



REALIZE THAT
80% IS GOOD
ENOUGH

– CASE STUDY HIGHLIGHT –

“Davy has an unique way of making common sense, common practice in business...He was able to address all aspects of our business...getting everybody on the same page...Thank you Davy for helping us secure our future!”

Logan Kneeland | Praetorian Protective Services, Inc. | Miami, OK

Disclaimer: I am by any means not advocating that 80% is acceptable regarding you following the law or accounting practices.

However, because I have seen so many of my clients waste time and money (PROFIT) trying to get things 100% perfect, I had to include this chapter. There seems to be a disturbing trend where people say, “we cannot move forward unless we analyze everything,” to the point where analysis becomes paralysis.

Personally, 80% was a big breakthrough for me. I was a 100% kind of guy for quite a while. I used to wake up with this mentality: “I’ve got to please a 100% of the people 100% of the time. I’ve got to have 100% happiness in my personal life and with my family. I’ve got to be 100% right with every decision. I have to cover 100% of the potential pitfalls before I implement a new business process or system.” And for many years, that mentality paralyzed me. So, I am encouraging you to adopt my ‘80% is good enough’ mentality as of today!

Now, unless you’re delivering babies or landing airplanes (or conducting legal or accounting functions), 80% is a great number! I’m giving you permission today that if you’re a 100% kind of person, it’s okay to be 80%.

One of my keys to success over the years has been to ‘pilot everything.’ I never jumped in both feet to any new business system, marketing plan, or major process change until I launched a pilot first (small and controlled) and then adjusted my course as needed. You should also use this technique as you implement the ideas from this book with your team. Blame the change on me. Tell your teams that you are going to pilot test this for the next xx days, and then adjust as needed to make it better.

**“You must take action now that will
move you towards your goals. Develop
a sense of urgency in your life.”**

— Les Brown

STRATEGY

TWO



ADOPT A SMOKEY THE BEAR MINDSET

– CASE STUDY HIGHLIGHT –

“I learned how to be proactive on issues with sales to improve our DSO aging (Days Sales Outstanding) and cash flow. Awesome!”

Brian Bull | Alcan

Recently, I was celebrating Labor Day at home with my wife Gail and one of our sons, Dylan. Sometime during the afternoon, Dylan looked outside and saw a large cloud of white smoke. I went outside and saw that the smoke was covering our community. We went to our second floor and climbed over the balcony onto a flat roof that covers our patio. From there, we were able to see the flames of a huge fire. Gail started to worry and began asking, “What if the wind changes direction and comes this way? What about all our pictures? What about our dogs?”



Davy and Smokey the Bear

At this point, over fifty pieces of equipment from the fire department were already fighting the fire. There was a newly constructed school just across the street from where the fire was burning. I began to pray, “Please don’t let that school burn down.” It was a horrible feeling. Have you ever had

that kind of feeling about something in your business?

In the middle of sitting there, worrying about what would happen, something hit me. It hit me so powerfully that, to this day, I preach to my clients: ‘Use a Smokey the Bear approach.’ What is a Smokey the Bear approach? It is the ability to be proactive rather than reactive.



Smokey fire from roof

I said, “Stop. Okay, honey. Pray the fire does not come this way. But if the fire reaches the American flag about a quarter of a mile away, you go to the guest room, and take all the plastic bins we

have with our pictures and put them in your car. I'm going to grab my laptop and the home computer and put those in my car. I want you to get Dylan and get in the car and drive to Penne's home (a good friend of ours.) I will take the dogs, put them in my car, and I will meet you at her home."

Making decisions emotionally and under pressure is not the best way to make decisions. It's certainly not the best way to create a plan for the things most precious to you and your family. But it's bad for your business too. So, from a business perspective, here's my Smokey the Bear philosophy.

In every decision, with everything you do from this point forward, I want you to already have a plan in place so that if a crisis happens (which it will), you know exactly what to do.

Think 'upstream' as your customer. "When we implement this _____, how is it going to affect my customer?" Then, think 'downstream' as your internal team. "When we implement this _____, how is it going to affect our internal team and systems?"

One of my clients owns a fitness business. Let's assume he's going to create a new promotion to get fifty more people to his Fitness Boot Camp. Thinking upstream to the customer, he needs to have a proactive plan to serve people who call in about the promotion or sign up on his website. Thinking downstream to his internal team, he needs to make sure he has extra team members to serve his new customers!

Think like Smokey the Bear. Think proactively and consider what you have to have in place to satisfy the customer as well as what you need to have in place to satisfy your own internal team and systems.

One More Tip

My Smokey the Bear philosophy also can be used when planning a change. Think ten times bigger than where you are currently

at because you don't want to have to rework your system when you start taking one thousand orders as opposed to one hundred orders. You want to get it right from the start so when you get to one thousand orders you don't have to revisit the entire system again. Thinking this way will force you to look at the system you're putting into place and ask, "Is this going to be effective? Is it going to work as we grow?" If it works for one hundred, you need to make sure it works for one thousand. If it doesn't, you probably need to revisit your system because you don't want to spend so much time re-doing your systems that you don't have the time to get the new customers!

**“I deal with the obvious. I present,
reiterate and glorify the obvious —
because the obvious is what
people need to be told.”**

—*Dale Carnegie*

STRATEGY

THREE



STOP TREATING
SYMPTOMS...GET TO
THE ROOT CAUSE OF
YOUR PROBLEMS

– CASE STUDY HIGHLIGHT –

“Davy was unanimously rated by our members as ‘one of the best speakers’ at a seminar!”

Patty Fullmer | Crescent Electric Supply Company

In any business, good communication and simple, effective analysis can help you get to the root cause of the problems you face.

When I was leading my sales administration team, I recall a two-month period when our sales were dropping. Of course, people were concerned. They were wondering, “What’s going on and how can we fix it...FAST?” We had been experiencing double-digit revenue growth up to that point, so a drop in our sales was a shock to our organization.

The CEO called a meeting with all of the vice-presidents to try to get to the bottom of what was causing the sudden decline in revenue. All sorts of reasons – really more like theories – were given as to why we were experiencing this drop-off. The product is not working. The new marketing material may have a problem. We don’t have enough salespeople in the field. The theories never ended! In fact, all these theories were floating around for about two weeks after our initial discussion. Looking back, we must have spent at least 100 man-hours looking for the problem in meetings with senior management.

Then, I discovered the culprit was actually good news! It was not a product issue. It was not a marketing material problem, it was not a salesperson problem – at least, not as long as the sales people were around. Because of good communication along with some great analysis conducted by our human resources department, we found out that during the time of our declining sales, forty percent of our sales force was on vacation! The root cause was this; our fast-growing company had not implemented a tracking system of who was and who was not on vacation.

Now, pause just for a second. Imagine the disaster we may have faced if we simply had chased the theories being thrown around as the causes of our declining sales: product performance, bad marketing material, not enough salespeople in the field, and so on.

What would have happened if we did not have accurate, timely communication during that period of declining sales? What would have happened if we did not have access to the enlightening data?

What symptom are you chasing right now? It may be costing you a ton of profit.

**“Sometimes something worth
doing is worth overdoing.”**

—*David Letterman*

STRATEGY

THREE BONUS



DON'T GET MAD... GET DATA

– CASE STUDY HIGHLIGHT –

“...I just brought Davy in...We were not really maximizing profits...Davy asked the questions that I did not even know to ask...Davy is the consultant who comes in and gets busy...At the end of the day, Davy gave me ten things to do. Every one of those things we could put a dollar figure on...Bottom line: here we are about thirty days later and everything is looking rosy!”

Alwyn Cosgrove | Results Fitness | Santa Clarita, CA

It was Dale Carnegie who said, “There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: What we do, how we look, what we say, and how we say it.”

With all due respect to Dale Carnegie, I'd like to add one more way we have contact with our world to his list: “What we report on!”

Think of communication not only as what you say or what you write, but also what you report on. Reporting is a huge opportunity for your business. Reporting is a task that provides the opportunity to win, or, in some cases, lose in the eyes of your team members, vendors, customers, and strategic partners.

Your reporting should be timely and consistent. When I was in sales management, I expected a simple and easy-to-understand report from the credit/billing/accounts receivable team on the fifth of every month that showed the good, bad, and ugly customers. And they delivered! They gave me a simple and effective one-page report that showed me which of my customers were paying and which were not paying their bills so I could stop selling to them. I wanted to see it every month so I didn't waste my selling time.

Remember, if it's not measurable, it's not manageable. If certain team members, vendors, or strategic partners (and even customers) aren't following your rules, policies, and procedures, the appropriate data can show how much profit your company is losing. Or, if people are following the rules, data can show how much money you're saving! When was the last time you assembled a report to show this kind of information?

I learned from my sales administration days that corporate red tape wastes salespeople's time and the company's money.

For example, if a salesperson makes \$100,000 a year and works about 2,080 hours a year, the company is investing \$48/hour in that salesperson to produce excellent results.

When a policy or procedure isn't carried out consistently by a certain department (for instance, credit/billing/accounts receivable), it takes, on average, a salesperson four hours a month to fix it, costing the company \$192 worth of sales time that month. That's not too bad, right?

Well, what if this happens to every salesperson, every month? Consider the math:

1,000 salespeople X \$192 month X 12 months =

\$2,304,000.00 of LOST SELLING TIME EACH YEAR!!!

Do I have your attention now? You wouldn't have known this unless you would have taken the time to get this important data and do some simple math. What other ways can you apply this methodology throughout your company?

Use objective data and reports to get attention and drive awareness of the opportunities and challenges that impact your efficiency, and ultimately the profitability of your company. When the right data gets in front of the right people, profit vampires can be addressed once and for all.



Mom, Dad and Davy

When I was a teenager, one of my dreams was to purchase a waterbed. But I had one challenge: my dad. I lived in a small two-story, three-bedroom house. The bedrooms were on the second floor. My dad was worried that a waterbed would fall right through the floor of our second story on to the first story!

I remember trying to make my case to my dad by saying, "But Dad, I'm a good son and a 'C' student in school! (I 'see' my way through it.) I take care of things you ask me to do for you, Mom,

and my brothers. Barry, Ricky and Ronnie. All I want is a simple waterbed!" But my dad would not budge. His answer continued to be, "NO!"

After weeks of trying to persuade him emotionally, I realized I had to change my approach. I started thinking of ways I could prove to my dad that my waterbed was not going to fall through the floor. Otherwise, my dad was never going to budge.



"Dad, it weighs less than a bathtub, or a refrigerator!"

Like my struggle with Dad about a silly waterbed, there are people who try to persuade others to make decisions on the basis of their emotions. But many times, there are always people who, like my dad, won't budge! They will not budge until you stop getting mad and start getting data!

So I did some research. I went to a waterbed salesperson and asked for some objective data on the weight of waterbeds and their impact on two-story homes. Then I went back to Dad and said, "The waterbed weighs less than a bathtub or a refrigerator. Dad, has the refrigerator or bathtub ever fallen through the floor?"

Dad said "No." Now I was onto something. So I worked on Dad little bit more.

I continued reading from the brochure the salesperson gave me: “Dad, waterbeds feature supportive frames that spread their weight over their entire area. What this means is that at no one point beneath a waterbed is there more load applied to the floor than that of a full refrigerator.” I pressed him again: “Dad, our refrigerator hasn't fallen through the floor yet, has it?”

Perseverance and objective data has amazing persuasive power. It can diffuse a lot of emotional decision making – at least most of the time!

Stop dealing with the “I think we should,” “My gut-feeling is,” and “my belief is” kind of people. Instead, work with data. After all, if data got me a waterbed, it may just get you more profit!

“Don't Get Mad...Get Data!”™
—Davy Tyburski

STRATEGY
FOUR



**DETERMINE
WHAT YOUR TIME
SUITCASE IS WORTH**

– CASE STUDY HIGHLIGHT –

“What I really did not understand was how my operations were stopping me from my success...I walked out with something every hour on the hour – a new idea and a-ha, and confidence in my ability to implement it right away!”

**Kathryn Perry | New Wealth Commanders Program |
Anacortes, WA**

For many of my clients, time management is a daily struggle. Part of the reason is that it's difficult to 'see' time. It's not tangible. You can't put your arms around it. That's why, as of today, I want you think of time no longer as just 'time,' but a time suitcase!

I came up with this helpful concept while packing for a recent vacation. Gail always packs more suitcases than I do, (Are you really surprised?). She puts her beauty supplies into one suitcase and her clothes into another. She also has a 'shoe bag.' But whereas she always has enough room for her beauty supplies and her clothes, she never seems to have enough room for her shoes. Her shoe bag never closes. So my wife has to make some tough choices, Pair by pair, she decides what shoes she doesn't really need, and removes them from the suitcase until, *finally*, the suitcase closes.

Think about that picture for a minute. If time is a suitcase, that suitcase only has so much room – 24 hours worth of room. This means you have to make some decisions when you're packing your suitcase as to what goes in it. And if you try to put too much in, the suitcase just isn't going to close. Your schedule just isn't going to work. Period.

Do you really need everything on your calendar in your time suitcase right now? Do you have the right projects and meetings in your time suitcase? You only get one 24-hour sized time suitcase, so if you cannot get your lid closed, you're going to have take some things out. But more than even taking some things out, you also need to make sure you're putting the right things in – things that drive more sales or reduce costs.

Poor time management and prioritization has significant drawbacks, especially when it comes to your health. You most likely have a budget for your family and a budget for your business. But what about a budget for your time?

To begin managing and prioritizing your time more efficiently, first calculate what your time is worth. Approximately, what is the dollar amount you've made in the last 12 months?

Now, take that amount and divide it by 2,000 hours. Why 2,000? Because there are 2,080 work hours in a year. This is what each hour of your time is worth. (Take at least two vacations.)

Next, write down what big project is not done yet and keep this in mind: because this project is not completed, or perhaps not even started, you're losing money.

For instance, many continuing education home study courses sell for around \$997. Let's say you plan to sell ten of them next year. If you multiply \$997 by ten, you find out that you're losing \$9,970 year after year. That's a lot of cash!

The problem is, putting together a home study course is a *massive* undertaking. I can remember a seminar I taught where there was a gentleman who wanted to put together a home study course. He had been thinking about putting it together for twelve months, but hadn't been able to get started. So he asked me, "How can I put together a home study course?"

Do you know how I responded? I told him, "That's too big. I can't work with that right now. Let's start smaller."

"Well, I need to work on the cover art for the CDs," he replied.

I said, "That's still too big. You need to think smaller."

He finally said, "Well, I can write an outline of what the content is going to be."

I told him, "Amen! Now you've got it! By tomorrow morning, I want you to be able to share with the twelve of us an outline of the content for your home study course. And I want you to

commit to working on that outline for thirty minutes tonight when you go back to your hotel room so you can get it done.”

The next morning, he came in with an outline that he had spent a whole hour on because it felt so good to him just to get started. In fact, while he was working on his outline, he got a phone call, but he had his cell turned off so he wouldn't be distracted. When he turned it back on, a voice mail was waiting for him telling him that his niece had just had her baby!

Now, some people might think, “He missed news about a baby to work on a project?” But think about it. This guy got started on a project that has been on his mind for twelve months because he did two key things. First, he said, “I'm going to start with something small so, eventually, I can do something big.” So he wrote an outline. Eventually, he'll write some chapters for his course. He'll also write some questions. He'll also record some of his presentations. He'll also work on cover art for his home study CD's. And eventually, the project will get done – one step at a time.

Second, this man made a vow: “I'm going to commit thirty minutes to this project.” As it turns out, his vow felt so good that he committed an hour. That was a big breakthrough for him. He learned that progress – even a little progress – creates excitement about and commitment to a task. I was so proud of him. I can imagine by my next event, he's going to have his home study course done.

What can you do right now to get something moving? Remember, if you get something moving, you'll eventually get it done.

STRATEGY

FIVE



REPACK YOUR TIME SUITCASE AND INCREASE YOUR PROFITS

– CASE STUDY HIGHLIGHT –

“It was thoroughly presented. You covered key aspects and kept it interesting. Job well done!”

Terry Trice | Louisville Slugger

There are three things you must consider: your time value, what you are worth an hour, which is not what you are making now necessarily, and your opportunity costs. How much opportunity are you missing out on right now?

Me, my wife Gail, and our son Dylan will often eat at a pita place. But these aren't just any old pitas. These are *extreme* pitas – at least according to what they say. I have to admit: it's pretty troubling to see the owner making the pitas on the grill (I'll get to why in a moment.)

What's interesting about this restaurant is every time we go there, it's only 20%, maybe 30%, full. Even at lunchtime, business is not booming. But regardless of the pace of business, there is the owner, making pitas on the grill. I've wondered to myself, "This owner is *always* making pitas. How much could he pay someone else to make the pitas? Maybe \$10 an hour?"

I've never asked him why he is always the one making the pitas, but I do have a guess: he doesn't believe someone can make a pita as well as he can. So he's not leaving the grill. But he's missing a huge opportunity because he's too busy making pitas.

Within 50 to 100 feet of his place, there are at least three or four medical complexes. The last time I checked, physicians and outpatient centers have people going in and out constantly. There are also at least three banks nearby. Again, the last time I checked, banks are always busy.

This manager has huge opportunity all around him! If he was simply to remove himself from a \$10 an hour job and go next door to the medical complex and say, "Hey, how are you doing? My name is Billy and I have a pita place over here. I want to give you a gift. Here's a voucher for a free pita," I know his business would explode. He could even go to the bank, talk to the manager, and buy lunch for everyone in the bank one day (so the employees could become his sales force.)

Imagine if he took himself away from the grill and let somebody come in for \$10 an hour to make the pitas 80% as good as he can. The next time somebody at the medical complex or at the bank said to one of their colleagues, “Where are we going to go for lunch?” someone might respond, “I got a free pita from the place next door and it was pretty good! Let’s head over there.”

Now, let’s consider the opportunity that he is missing out on. If a pita (and drink) sells for \$10.00 and ten additional people come in every day and purchase a pita meal because the manager went and visited his neighbors that would generate \$36,500.00 over a one-year period. That’s probably enough to pay the rent for a few months, right? But he’ll never get more rent paid staying behind the grill. Do you see the opportunity cost?

Standing behind the pita grill, the manager is losing that second, that minute, that hour, that day, that week, and that month. More importantly, he’s losing that year.

Opportunity cost is very important. But you have to know where to look for it. If you have two or three employees and 80% of them think like you do about opportunity costs, do you think they could find their own improvements? In many cases, employees won’t look for opportunity costs because they’re afraid. They think to themselves, “If I make the company better and more efficient, they’ll eventually let me go because things will become so efficient that they won’t need me anymore.” They’re not thinking like owners with vision. They’re thinking like entry-level employees with fear. You need to set the expectation that you want them to think like owners!

A Quick Exercise

Track your time over the next two weeks in fifteen-minute increments. What are you spending your time on? Warning: when you do this, it could be a very unnerving experience if you’re not

doing this already. You should do it, but you need to be prepared. The insights you gain could be startling.

Ask yourself: do you spend your time on personal concerns or on business tasks? Is it a good balance? If you don't know, you need to find out. Next, total your business hours by category. How much time do you spend working on budgets? Or replying to emails? Or sitting in meetings?

This is the as-is. This is what's happening in your business today. Now, look at what your can-be is. Look at how you dream things to be. Is there a gap between your as-is and can-be? If so, it's time to get to work! It's time to make some changes.

The good news is, once you track your time for just two weeks, you'll know where you are and where you want to go. Then, it's not hard for you to implement some strategies and practices to help you get a better hold on your time. Here's your wake up call, you must spend at least 80% of your working time on either revenue producing activities or cost reduction activities!

The exercise I just challenged you with is the same exercise that I ask my clients to complete before I consult with them. After completing the exercise, many of my clients have already discovered the profit vampires before I arrive to their business. If someone solves their own problem, they're way more willing to implement a solution they've discovered themselves as compared to a solution offered by some guy coming from a couple thousand miles away. This way, by the time I show up, they're already saying things like, "I never realized...If I would have only known."

Before you can adjust your time budget, it's important to know where you stand now. If you haven't already done so, go to **www.ChiefProfitOfficer.com/Implement**. I have a two-week time tracking template waiting there for you. This simple, but highly effective, tool can quickly help you see areas where you need to make improvements.

If that method doesn't work for you, another tool I have on my website is what I call my Bingo Card System. In my Bingo Card System, you write down major tasks you are performing in your business right now. As you perform these tasks, simply shade the hour boxes, just like you would a bingo card. Shading an entire square represents one hour. At the end of the day, just total up how much time you spent doing each task. Use one card for each day and conduct this exercise every day for two weeks. The objective is for you to be able to see what you are spending your time on and figure out if your time is being spent on the most important and profitable tasks.

My Bingo Card Time Tracking System is also available at
www.ChiefProfitOfficer.com/Implement.

“Enjoying success requires the ability to adapt. Only by being open to change will you have a true opportunity to get the most from your talent.”

—*Nolan Ryan*

STRATEGY

SIX



DISCOVER A
\$100,000.00+ SALES
OPPORTUNITY
TODAY

– CASE STUDY HIGHLIGHT –

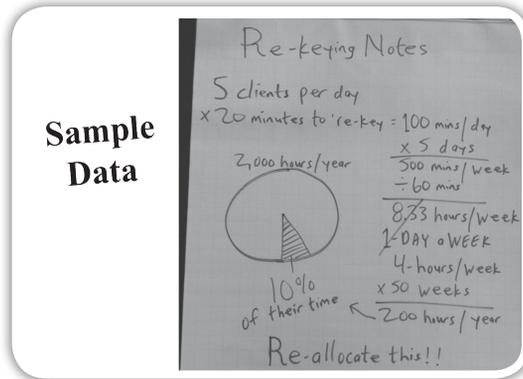
“We’ve had a lot of different consultants come to our practice over the last 15 years and they leave us manuals and things you want to implement, but have a hard time implementing...The thing I really like about [Davy’s] consulting was he was totally honest and got down to what the nitty-gritty problems were in the business... He actually had a plan to move us forward in not only the quality of service, but also the profitability of the business!”

Larry Berg | Superior Health Club | Crystal Lake, IL

Here is a real-world example of how this simple, but highly effective strategy uncovered 400 hours of wasted time in a year for one of my clients. In reviewing the bingo cards of their executive assistant, I noticed that 20% of her tasks were categorized as 'type notes.' When I dug a little deeper, I discovered she was retyping handwritten notes that were given to her by the company's salesperson. Whoa! That's a lot of wasted time! So I didn't 'oversell' my suggested change, when I presented my findings to my client, I only used 50% of the 400 wasted hours to demonstrate my point.

The 'as-is' process when I arrived was:

- The customer would come in to meet with the company's salesperson and the salesperson would take handwritten notes on their discussion.
- Those handwritten notes were then given to the executive assistant to retype them into a Word document.
- For each customer that came in, it took approximately twenty minutes to retype the handwritten notes.
- On average, the salesperson saw about five customers per day.
- Thirty days later, the customer would come back for a follow-up meeting with the salesperson and the executive assistant would give the typed notes to the salesperson so he could remember what they had talked about last time.



Because the typed notes were being utilized by the same salesperson that wrote the notes, we decided to eliminate this part of the process. He began to utilize his handwritten notes instead of the executive assistant re-typing them. Four hours a week that was once upon a time a purely an expense-driven activity was freed up for things that were revenue generating activities for the executive assistant.

So to what revenue generating activity were those four hours a week reallocated? One of the key prospecting tools to generate leads used by this company was live seminars in their local area. I suggested they reallocate the time the executive assistant once wasted typing notes to making outbound calls to prospects that did not show up for a live seminar so they could show up for a different seminar. These simple follow-up phone calls resulted in over \$100,000 of additional sales for my client!

How would \$100,000.00 of additional revenue impact your business today?

Now, imagine if you had five people performing this unnecessary task. By turning expense-driven activities into profit-driven activities, you could generate \$500,000.00 of additional revenue, with just one small tweak.

Sometimes, it just takes a fresh set of eyes to uncover the lost opportunities in your business.

“The secret of getting things done is to act!”
—Benjamin O. David

STRATEGY

SIX BONUS



LOOK FOR LOST TREASURES THAT COULD LEAD TO INCREASED PROFITS

– CASE STUDY HIGHLIGHT –

“Just a quick note to say thanks so much for the information. I will share it with my fellow analysts at our team meeting next week. I also wanted to let you know that I really enjoyed your presentation. It was definitely one of the highlights of the conference for me.”

Tamara Tilden | Allied Domecq Spirits & Wines

It seems like we're always looking for the latest and greatest tool to increase revenue and improve profits. With all the new software programs out there – all of them promising to be the best thing since sliced bread – it's easy to get sucked into the "THIS IS IT" syndrome. You think to yourself, "This program is the answer! All I have to do is purchase this and all my problems will be solved!"

But before you go down this path, let me urge you to be cautious and first look in your garage.

I am amazed that the answer to so many of my clients' business challenges involving process improvement and improved productivity are often already there...in their garage. Often times, my clients already own a software program that will work well for them. But they don't have the knowledge, skills, or abilities to utilize that program effectively. Or in some cases, certain modules of the software are not activated.

Here are a few questions and suggestions to consider before you spend lots of money on a new program:

1. Be sure to clearly define the challenge you are trying to solve before you try to fix it.
2. Ask: what software systems are in place today that I already own?
3. Use the HELP functionality that's built into the program. (Yes guys, this is like asking for directions, but you can do it. I have faith in you.) Often, solutions to your problem are built right into your program!
4. Ask: do I have a team member or partner who may have suggestions to solve the issue?

Outlook, Gmail, and other email systems have 'process improvement' functionality already built into them. Things like out-of-office replies, auto-forwarding, and auto-replies are right there just waiting

for you to use them. Utilizing functionality that is already in your garage (i.e., already bought and paid for) is often overlooked – and a *big* profit vampire.

When this book was written, Google showed 15,900,000 results for the search, ‘improve profits.’ Surely, somebody else out there has faced your challenge and has written about it somewhere. So look in your garage first, or, in this example, Google’s garage.

It’s amazing how solutions to some of our most pressing problems are right within reach. So move the dusty power tools out of the way and clean out your garage. You never know what you might find.

*Special **FREE** Bonus Gift for You*

To help you generate more profit, there are
FREE BONUS RESOURCES for you at:

www.FreeGiftFromDavy.com

- In-depth training videos on how top entrepreneurs & business owners increase sales, improve cash flow & boost their bottom lines
- Downloadable tools, exhibits, & templates that you can use as your personal “swipe file” to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch

STRATEGY

SEVEN



MOVE FROM 'EMPLOYEESHIP' TO OWNERSHIP

– CASE STUDY HIGHLIGHT –

“Great! Loved it! You put my frustrations into words that I can formulate into a plan.”

Alison Seman | Medtronic

How would your life change if every team member, vendor, and partner thought and acted like you...the owner? My clients often tell me, "I wish everybody would just think and act just like me... the owner!"

Owners think differently than employees in a myriad of ways. They have unique thoughts on things like:

- People
- Process Improvement (i.e., doing things better)
- Performance Management (i.e., keeping score and striving to win)
- Procedures
- And of course...PROFIT

YOUR LOGO HERE		Company Scorecard				
Goal	Goal Description	Actual	Status	Goal Owner	How I Calculate This	Date Updated
1. goal 1 here	Describe goal 1 here- from x to y by when	Actual Performance	Green	Name	Where the measurement comes from and how it is calculated	Last update
2. goal 2 here	Describe goal 2 here- from x to y by when	Actual Performance	Yellow	Name	Where the measurement comes from and how it is calculated	Last update
3. goal 3 here	Describe goal 3 here- from x to y by when	Actual Performance	Red	Name	Where the measurement comes from and how it is calculated	Last update
4. goal 4 here	Describe goal 4 here- from x to y by when	Actual Performance	Green	Name	Where the measurement comes from and how it is calculated	Last update
5. goal 5 here	Describe goal 5 here- from x to y by when	Actual Performance	Green	Name	Where the measurement comes from and how it is calculated	Last update

Company scorecard

With ownership comes accountability. So if you want your employees to think and act like owners, you need to help hold them accountable like owners. Here are a few questions to help you determine what tools and resources you should deploy to help your employees hold each other accountable:

1. What scorecards do you have in place, displayed for all to see, that could help your team members hold other team members accountable?

2. What type of communication do you use to 'get the word out' on key initiatives and the status of those initiatives?
3. Does everyone, including your business associates, understand who to go to for what? Or, is the same email sent to everybody with the same request so everybody is duplicating efforts trying to get the same thing done?
4. If the strengths of each person are not clearly understood by all, do you define and celebrate team member's strengths and communicate them to the entire team?
5. Statements like "I wish we would do it this way," or "I don't know why we do it that way," if respected and encouraged, are ownership statements that can help improve your business. Give people who make these kinds of statements the opportunity to do two things:
 - Tell a person who owns a particular process their idea on how to improve it.
 - Volunteer to help a process owner create a better way to do something and then formalize that better way in your Standard Operating Procedures.

Unfortunately, statements like "I wish we would do it this way" are not regularly encouraged. People often fear these kinds of statements will damage the relationship with another team member, or, perhaps will result in retaliation against the team member who proposed them in the first place.

Even with these risks, it is absolutely vital to help people understand what their role is and to have people hold each other accountable in their roles.

Bonus Tips

1. Invest in Your Front-Line Leader's Continuous Training and Development

Increase the amount of training and development you currently provide to your team members, vendors, and partners. Expand your training content beyond the basic fundamentals, such as attendance tracking, quality coaching, and corrective action. Today's team members need to function more like owners. If you don't have an in-house leadership development program, search for effective alternatives, such as webinars, teleseminars, seminars, and qualified third-party trainers and coaches.

2. Develop a one-on-one Leadership Coaching Plan

Schedule regular one-on-one coaching sessions with each team member, vendor, and partner. Assess their strengths as well as their areas of opportunity for improvement. Create a coaching strategy, which should include an agenda, timeline, periodic status assessments, etc. Provide frequent, ongoing feedback and positive reinforcement to transition your team members, vendors, and partners into top performers. Help them to think like owners!

3. Define the Team Member, Vendor, and Partner Scope Beyond The Fundamentals of Their Roles

Let them know what is expected of them. Most tend to find comfort in handling familiar tasks rather than leading and developing new initiatives. If you want people to see their roles beyond their simple day-to-day tasks, you must teach them how to think proactively, tactically, and strategically, just like you do as an owner.

**“Coming together is a beginning,
staying together is progress, and
working together is success.”**

—*Henry Ford*

Special FREE Bonus Gift for You

To help you generate more profit, there are
FREE BONUS RESOURCES for you at:

www.FreeGiftFromDavy.com

- In-depth training videos on how top entrepreneurs & business owners increase sales, improve cash flow & boost their bottom lines
- Downloadable tools, exhibits, & templates that you can use as your personal “swipe file” to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch

STRATEGY
EIGHT



**ONLY PARTNER
WITH THOSE
WITH THE RIGHT
MINDSET**

– CASE STUDY HIGHLIGHT –

“I learned things I can take away and implement tomorrow to get my staff more productive...and give them a way that they can be successful immediately!”

**Dr. Jill Howe | Dynamic Health and Wellness |
Crystal Lake, IL**

If you are considering bringing on a new team member, vendor, or independent contractor who will interact with your customers, you need to look for some fundamental characteristics and skills. All too often, businesses look only at the technical acumen of a potential hire and pay no attention to whether or not that person has a customer service mindset. This is a huge mistake.

As you prepare for an interview process, there are some questions you need to ask to figure out whether or not an interviewee really has a customer service mindset. After all, that person will not only be serving your external customers, often, they will be serving your internal customers and other team members as well.

How do you figure out whether or not someone has a customer service mindset in an interview? By including three to five behavioral based interview questions that really hone in on a person's philosophy about serving others.

Here are a few questions to consider:

1. Tell me about a time when you interacted with another individual and the outcome of that interaction was so positive that the other individual couldn't stop raving about it.
2. Tell me about a situation that did not turn out the way you planned and how you handled it.
3. If you are the only person in the office, and a customer contacts you about something you are not completely familiar with, how would you handle that?

These simple questions can help you understand how a potential team member will interact with others. Will they be kind? Will they be patient? Will they go above and beyond to serve another person? Remember, most customers do not care who they are dealing with as long as they are getting what they want or need.

At the end of the day, your customers and your team members just want someone to solve their problems.

When you're dealing with others, you can generally tell when a person feels good about an interaction. A person's tone of voice, expressions, and even posture will convey a friendly and upbeat disposition when you are doing well at helping someone. Conversely it is also not usually difficult to tell when an interaction does not go well. A person will often sound agitated, involuntarily grimace, and cross arms in a closed-off posture.

Imagine if everyone on your team woke up with this mindset: "I want people to call me. I want to solve their problems because I love customer service and I love serving others!" These are the types of folks you want to find through the interview process. Of course you need to look for people who have the skills to do the basics of a job, but they also need to have a passion for serving others.

Imagine a customer contacts your company. Will your team member have the customer service mindset to ask that customer, "What can I do next time to make this interaction an even better experience for you?" Or, "Is there anything I could have done to make this a better experience for you?" Then, the team member simply needs to make a note of the response. And the note doesn't have to be fancy or formal. It could be on a post-it note, a napkin, or a paper towel. It doesn't matter! Just making a note of what could have been differently leads to process improvement! By asking these types of questions, it helps uncover issues you may not even be aware of.

Remember, customer service begins with your mindset and the mindset of those with whom you choose to partner.

“Everyone has an invisible sign hanging from their neck saying, “Make me feel important.” Never forget this message when working with people.”

—*Mary Kay*

STRATEGY

NINE



ESTABLISH A SOLID SET OF GOALS AND OBJECTIVES

– CASE STUDY HIGHLIGHT –

“I feel so confident and happy that I’m walking out of this room with easy-to-implement strategies, really specific tools, techniques, and the best practices on how to run your business with the least amount of time and effort!”

**Julie Marie Carrier | Miss Virginia USA 2002, Emmy
Nominee, Pentagon Consultant | Arlington, VA**

Whether you are planning for next year, or are in the midst of achieving this year's objectives, having a clear set of goals and objectives in writing is critical. Establish at least five, and preferably no more than seven, strategic goals that will help you to achieve your profit target. And make sure that every one of your team members understands them! On or before January 1, all team members and strategic partners should have a clear understanding of where you want to go and, more importantly, how you are going to get there and by when.

In order to be successful, you must know where you are now and where you plan to go. I know that sounds simple and even elementary, but remember: common sense is not common practice! I am going to assume you have a vision and mission in place. If not, these must become a part of your company culture as soon as possible! After all, these are what motivate and rally your team members and strategic partners. But assuming these two things are in place, yearly, concrete goals and objectives are also needed for your business. So here are three simple steps to help you craft and execute these goals and objectives:

1. Make the Time Right Now

If you have not made the time to set concrete goals and objectives for your business, NOW is the time! Send a few emails or make a few phone calls to some key team members and arrange a time to get together and discuss goals and objectives the coming year. I suggest you block off a full day and intentionally limit distractions. In other words, don't check emails or answer phone calls while you are working on your goals and objectives. If necessary, schedule time in your day to do these tasks during breaks so your planning meeting is completely focused on planning.

2. Set Your Company Goals and Objectives

Many of us have probably heard about the importance of having SMART goals and objectives –goals and objectives that are specific, measurable, attainable, relative, and time-based. In order to achieve these things, allow me to offer a few ideas to help you get going:

- a. Write down at least ten goals and objectives you want to achieve.
- b. Choose the five to seven most important goals and objectives that will contribute the most to increased profits.

As you work on these goals, take a “no constraints, restraints, or limiting factors” approach. Do not limit what you want based on the resources you currently have. Ask yourself: if time and money were not factors, what would your list look like? This will help you think big and achieve things you never thought possible!

3. Don't Forget the Strategies and Tactics

Strategies are the action plans that will help you achieve your goals and objectives. Tactics are the specific activities needed to carry out your strategies. For each goal you establish, ask the following questions:

- a. WHERE are you now on this goal?
- b. WHEN do you want to accomplish this goal by?
- c. WHO is the primary owner of this goal?
- d. HOW and how often are you going to measure this goal?
- e. WHAT action steps are needed to reach this goal?

Remember, you cannot wish goals and objectives true! You must make them reality. So go to your planning meeting and take action, execute, implement, and apply what you have just learned!

Friendly Reminder: If you have not done so already, **go to www.ChiefProfitOfficer.com/Implement** to find my simple and automated follow-up system that will help you implement my strategies and techniques rapidly across your business. You will also be granted free access to my 'done for you' downloadable tools, exhibits, & templates that you can use as your personal "swipe file" to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch.



Common sense is not common practice

**“Strive for COMMITMENT...
Not Compliance!”™**

—Davy Tyburski

STRATEGY

NINE BONUS



COMMUNICATE
EXPECTATIONS
+ ALIGN
PERFORMANCE
GOALS = EXCEPTIONAL
RESULTS

– CASE STUDY HIGHLIGHT –

“...it has enabled us to basically highlight techniques for both prioritizing goals, time, and finances to build businesses that can be scaled...Everything needs to have a system and that’s what Davy provides!”

Kandace Phelps | Entrepreneur | Greenville, TX

You are expected to play a significant role in the success of each team member's performance. In addition to performing the four primary management functions – planning, organizing, directing, and controlling – you are also responsible for establishing effective and consistent performance measurements and communicating clear goals and expectations to your team members.

Make no mistake: you must do more than simply communicate what you expect. The performance measurements and expectations you provide must not only align with your business strategy, but also lead to desired outcomes. Failure in this area can work against the success of your business.

Neglecting to provide clear goals and expectations places team members at a significant disadvantage. After all, it's hard for them to meet goals they don't know or understand. And when team members don't know how to do their jobs to meet important goals, your company struggles to achieve its full profit potential.

Performance expectations should be communicated to team members as early in the hiring/contracting process as possible and then be continuously reinforced throughout their employment/contract. In fact, the sooner team members learn what is expected of them, the sooner they will begin performing to meet, or in the case of your top performers, exceed your expectations. Continuous reinforcement should occur in the form of ongoing follow-up discussions, one-on-one communication sessions, team member coaching, and ongoing development initiatives.

Providing ongoing coaching and development should not be limited to newly hired (or contracted) team members. As team members gain more tenure and experience, you should adjust their performance goals accordingly: goals should be challenging, yet attainable. When expectations are clearly communicated, and team members feel supported by you, they generally perform with greater enthusiasm and drive.

Allow your team members to contribute to the goal setting process, when possible. Encouraging their involvement, even in a small capacity (e.g., having them design the goal attainment tracking form), generally increases their level of commitment, and tends to lead to a higher level of team member ownership, accountability, and performance. Remember, you do not complete the tasks needed to achieve the goals. Your team members do! So get them involved!

Once goals are clearly defined and communicated, it is vital for you to develop the tools needed to accurately measure and track each team member's performance. Openly posting performance results and periodically meeting with team members to review their individual progress is key to achieving and sustaining desired results.

Once the right performance measurements and tools are in place and expectations are clearly defined and communicated, the next step is to ensure your team members are productive. One way to keep the team performing at a high level is to implement a rewards and recognition program. This will help to motivate team members and ensure top performing team members receive the recognition they have earned. And, for your top performing team members who master their jobs, you should recognize them by finding new tasks and assignments to further expand their knowledge, skills, and abilities.

Recognition comes in many forms. Sometimes it can be monetary, such as spot and periodic bonuses. Other times you can give a team member an opportunity for growth and exposure, such as asking the member to assist with special projects or assignments. And, of course, you can always give a team member more responsibilities in the form of a promotion. Make sure each team member understands the relationship between exceptional performance and being rewarded and recognized for achieving it.

Quick Reference Steps

Here are six quick reference steps to help you lead your teams to achieve exceptional performance results:

1. Align your performance goals with your business strategy.

When goals are not properly aligned, it places your company at significant risk, particularly when team members are focusing on and achieving department goals that are in direct conflict with your overall strategic direction. This increases your risk of losing customers and team members and it also negatively impacts your profitability.

2. Increase your level of effective communication and collaboration.

Share vital information with the team members who need it most. When team members are robbed of the critical information they need to perform their job, they become unsure of your company's direction, purpose, and most importantly, how their personal successes and failures impact your company's ability to make a profit.

3. Provide continuous team member coaching and development.

All too often, business leaders avoid providing their team members with ongoing coaching and development. This common mistake, however, is detrimental to a company's ability to be competitive, improve customer satisfaction, and increase profitability.

4. Empower your team members to perform their job.

Provide your team members with the tools, information, direction, and support they need to get the job done. Reward and recognize positive performance and provide ongoing coaching to correct and improve performance.

5. Provide an open forum for two-way communication.

Create and maintain an environment of trust and open communication by encouraging your team members to share feedback and make recommendations for improvement. If you really want to know how your business is doing, or how your customers feel about your company, simply ask your team members.

6. Regularly validate your performance measurements.

You may sometimes get comfortable with the status quo. When this happens, you may fail to challenge current performance measurements to ensure your goals and metrics are properly aligned with your business strategy.

**“The achievements of an organization are the results of
the combined effort of each individual.”**

—*Vince Lombardi*

STRATEGY

TEN



ANSWER
THIS QUESTION,
“WHY DO I PAY
YOU?”

– CASE STUDY HIGHLIGHT –

“I was impressed by your ability to bring a practical solution to a problem that has been around for years. You present yourself very professionally and I liked your ideas. Thank you.”

Susan M. Archibeque | Nicholas & Company, Inc.

Have you ever wondered what sets stellar companies apart from average companies? Though there are many common answers such as leadership, culture, people, passion, communication, and so on, when you dig just a little deeper, you discover that stellar companies have team members that truly understand and are highly devoted to their company’s strategy. These members know how they are performing and they believe their work is important to the future success and prosperity of the company.

How you compensate team members, independent contractors, and even your vendors can determine whether your company falls into an average or above-average category! To ensure success, you should not only communicate key messages about your strategy and priorities, you should also create an opportunity for your team members to share in the success they help create. Consequently, compensation plans form a critical foundation for effective leadership.

Recently, I was working with a client and I reviewed with them the importance of setting their company goals and objectives. I also explained how to narrow these goals and objectives down to the five to seven that are most important. Next, we talked about strategies to accomplish these goals and objectives and asked questions like:

- By when do we want these goals accomplished?
- How do we want these goals accomplished?
- Who is responsible for making sure these goals get accomplished?

It is in these strategic questions that compensation comes into play. Besides the when, how-to, and who is responsible, you also need an objective performance measurement system in place to measure what is expected from those who are working to accomplish an important goal. I am a firm believer in “paying for performance” and creating reward programs that are “self-funding.”

Here are a few ways to compensate your team members, independent contractors, and even your vendors.

1. Basic compensation can include hourly rates, project rates, work for hire, base salaries, cash allowances, car allowances, housing allowances, etc.
2. Short-term incentives can include on-the-spot cash awards or gift cards for doing things right, monthly, quarterly or semi-annual incentives based on meeting and surpassing certain benchmarks.
3. Long-term incentives can include annual bonuses and, in some cases, a percentage of ownership in the company through stock options.
4. Commission plans can include paying a percentage of the gross or net revenue on all or part of your sales. You can also incorporate a sales quota and increase the commission rate when a certain amount of revenue has been achieved. This can be a win-win because once an established revenue threshold is met, anything above that is “icing on the cake” for the company and the salesperson!

Short and long term incentives can be based on a percentage of a team member’s basic compensation. For example, if you compensate a team member \$25,000 annually, you could offer up to a 25 percent bonus incentive of \$6,250 for achieving particular goals and objectives over a specific period of time.

Here are a few questions that may help you develop your compensation and rewards programs:

1. What are the critical jobs and responsibilities in your company and how do they contribute to its performance?
2. What are the overall, specific performance metrics?
3. What is most important to the people you have involved in your business?

4. What do your team members value most and in working with your company? What are their expectations for rewards?
5. How and how often do your team members hear how well the company is performing and how they are performing in their roles?
6. What are the appropriate components of compensation for each team member, independent contractor, and vendor within your company?

Remember, compensation plays a big part in how and what gets done within your company. So compensate well!

“I think any player will tell you that individual accomplishments help your ego, but if you don’t win, it makes for a very, very long season. It counts more that the team has played well.”

—David Robinson

STRATEGY
ELEVEN



**REDUCE YOUR
MEETING TIME
BY 50% AND STOP
THE MADNESS**

– CASE STUDY HIGHLIGHT –

“Great! You are knowledgeable, hands-on, and passionate about what you do and it shows! Thanks for your ideas.”

Steve Greiner | United Suppliers, Inc.

The next time you have a meeting scheduled with your team, a vendor, or anyone else, ask yourself these questions:

- What am I trying to change?
- What am I trying to improve?
- What am I trying to introduce into my business world?

These questions should get the ball rolling. But there are a few other questions you need to ask:

- What is it I want to have happen when we all leave the room?
- What do you want the other party to leave with?
- What behavior or skill do I want to improve or change?

The answers to these questions are your ‘mini-goals,’ or action steps, for after the meeting. At the beginning of the meeting, it is important to define exactly what you will be covering during the meeting. Define “what’s in” and “what’s out” to save what could be hours of unproductive time!

Have you ever been in a meeting or discussion where someone hijacks the discussion and, thirty-minutes later, you wonder how you got there? It got started because you didn’t define what was going to be included and what wasn’t going to be included in the meeting from the very start.

When you define the objective of a meeting and what’s in and what’s out, it gives you the ability to take control in that moment and say, “I appreciate your comment(s), but we all agreed at the start of our discussion what we were going to cover and this was not one of the topics. Let’s move on.”

Beware of These Bones

No matter what the purpose is of your meeting, you must be cautious of the bones that exist everywhere!

1. Do you know any knuckle-bones? These are people who knock every idea that comes along and yet never have any ideas of their own.
2. How about jaw-bones? These are people who are what I refer to as NATO (No Action, Talk Only). They can talk good games, but when it comes down to it, they can't deliver the goods.
3. What about the foot-bones? These are people who are the first to step on everybody's ideas. "Oh that will never work," they will say. "That is a bad idea." They are whiners.
4. Then, there are the back-bones! And I hope you have at least one of these! These are the people who get under the load and actually do the work. These folks are your superstar performers. Take care of them!

Like you, I have met plenty of people who fit all too well into categories one, two, and three. Thankfully, I have also worked with many back-bone people. Pay close attention to those in the back-bone category. Love them, appreciate them, and support them every step of the way. These people are important!

Bonus Tip:

Your Meeting Announcement Must Grab Attention

What and how you communicate with your team about meetings is vitally important. In working with one of my clients, I asked the credit/billing/accounts receivable team to schedule a meeting with the sales team to review invoice accuracy. The email invitation to the meeting read: "Meeting to present new invoice process." Now, how many salespeople do you think accepted this meeting request?

None! Not a single salesperson showed up for the meeting. So I asked the VP of business credit to schedule it for the same time next week, and change the name of the meeting to: “Meeting to review plan to decrease customer complaints and increase sales.”

Every single salesperson attended that meeting. Why? The headline was a benefit statement that was important to the salespeople. After all, what salesperson doesn't want to decrease customer complaints and increase sales?

If you are hosting meetings that have no benefit, why are you scheduling them? You must clearly define WIIFM (What's In It For Me) and you must think carefully about the benefits of any meeting when communicating across your organization.

STRATEGY

TWELVE



INCREASE YOUR SALES IN FIVE MINUTES OR LESS EACH DAY

– CASE STUDY HIGHLIGHT –

“I learned how to leverage relationships to increase collection efficiencies. Great presentation – a lot of takeaways that can easily be implemented and used!”

Cecile de la Rosa | The Walt Disney Company

In order for your company to maximize its revenue, you must take advantage of every customer interaction and look at it as an opportunity for improvement.

One-way to gain essential information is to put on your detective hat. When making follow-up calls or even when you're fielding inbound calls, take your normal line of questioning one step further and ask some 'investigative' questions (you can see the "how-to" guide below). Information is power, and by creating opportunities to gather important information about the people you serve, you will empower your team and propel your company to a whole new level.

By asking your customers open-ended questions and listening to their responses carefully, you will be on well on your way to obtaining useful information that can increase your revenue. In many cases, you will find this process also uncovers valuable insights that can be used in many areas of your company. Here are a few examples of some good questions to ask:

1. Have you heard about any new products on the horizon in the _____ market? Tailor your questions based on the market your company serves. (For instance, if you are in the health care market, your question might be, "Have you heard about any new and exciting medical products lately?")
2. How would you rate our service?
3. How are we doing on a scale of 1 to 10, 10 being great?
4. What is new and exciting at your company or location? (These types of questions can uncover innovations/renovations that may bring new sales opportunities.)
5. What is your biggest challenge right now?

Once you gather and begin sharing this essential feedback with others in your company – especially with those on your sales team – your lines of communication will open up in ways that you could never have imagined. If information truly is power, your team will begin moving in the direction of a stronger, more streamlined, revenue-focused company!

**“Alone we can do so little;
together we can do so much.”**
—Helen Keller

STRATEGY

TWELVE BONUS



IMPLEMENT A NO COST QUALITY IMPROVEMENT PROGRAM

– CASE STUDY HIGHLIGHT –

“...I always have a problem getting things in order...Davy showed me a simple system to organize my thoughts so I can make them successful!”

Alex Shahid | Entrepreneur | Birmingham, AL

This bonus strategy is one of the most important in this book. Many of my clients can attest to thousands of dollars of increased profit because they implemented this one strategy. That's why NOW is a great time to implement this system across your company.

If you do not have some type of program in place to capture what your customers are saying, then you are missing out on one of the fastest ways to improve your business operations. Studies have shown that up to 25 percent of a company's cost of doing business is the result of re-work. In other words, a company does not do something right the first time, so they have to do it again – and spend even more money the second time around!

So how do you know what's working or what's not working in your business? Customer feedback!

You can classify customer feedback into three categories; **compliments, concerns, and suggestions**. No fancy technology is required, just take three file folders – a green one, a red one, and a yellow one – and place your compliments in the green folder, the concerns in the red folder, and the suggestions in the yellow folder. Once you have this 'data-capture' mechanism in place, just follow my TRACE™ Process...

- T-Track
- R-Report
- A-Analyze
- C-Constantly
- E-Execute (change)

Each time you or one of your team members is speaking with a customer, make sure your team members are listening to what the customers are saying and how they are saying it. There could be a gold mine of information coming out of their mouths (or emails) that could change your business for the better. Comments like:

1. "I just received your ____ and it really helped me to ____..." (**Compliment**)

2. “It really bothers me when I contact you and ____...”
(Concern)
3. “I wish you would ____...” **(Suggestion)**

These are all examples of customer intelligence that can work for you. All you have to do is TRACE™ them!

Each time you hear a compliment, concern, or suggestion, write it down on a piece of paper, a napkin, or whatever you have handy and place it into the appropriate file folder (TRACK).

At the end of the week, total up what’s in each file folder and look at the trends (REPORT).

Next, do some math and figure out how much the concerns and possible suggestions are costing you and how much the compliments are making you. (ANALYZE) Do the math constantly. Don’t stop!

Then use this valuable information to EXECUTE change by prioritizing what initiatives you need to focus on to make life easier for your customers. Here are a few benefits of implementing my TRACE™ system:

- Discover and fix the root cause issues your customers’ are facing so they are happier and invest more of their money in more of your products and services.
- Uncover and eliminate unnecessary steps in your key business processes that could save you time and money.
- Praise and recognize team members who receive many compliments so they feel even better about working with you.

Bonus Tip: Overcoming Customer Concerns

Every company has to field customer concerns. This strategy has worked for countless numbers of my clients when dealing with a customer concern. Consider this example:

1. A customer calls and says, “I am not happy with your ____, so I demand a refund!” This customer concern needs to be narrowed a bit because just demanding a refund will not help you improve anything in your company.
2. Your response to this customer should be something like, “What exactly are you not happy with?” Let’s say the customer responds, “I’m not happy because the CDs you sent me are not blue like your website shows and blue is my favorite color!”
3. At this point, you can help this customer clarify and even overcome their concern by ‘putting a box around it.’ You can do this by asking the upset customer, “Besides the color, are there any other concerns you have with the product?”
4. If the customer then says, “No. Just the color,” that gets you to the heart of the customer’s concern and it also alerts you to the fact that their complaint has a pretty easy and doable solution!
5. So here’s your final response that will ‘close the box’ on this particular concern: “If I were able to send you blue CDs, would that solve your concern and make you happy?” If the customer says, “Yes, that would do it, I’d be happy,” that settles it. Your customer’s complaint has been resolved and you have saved a sale!

Friendly Reminder: If you have not done so already, **go to www.ChiefProfitOfficer.com/Implement** to find my simple and automated follow-up system that will help you implement my strategies and techniques rapidly across your business. You will also be granted free access to my 'done for you' downloadable tools, exhibits, & templates that you can use as your personal "swipe file" to quickly create profit generating processes and systems without the time, hassle, headaches, and frustration of building them from scratch.

**“Efficiency is doing better
what is already being done.”**

—*Peter F. Drucker*

STRATEGY

THIRTEEN



INCREASE YOUR MARKETING AND PROMOTION

(Lessons from Michael Jordan)

– CASE STUDY HIGHLIGHT –

“We just brought Davy in...We were not really maximizing profits...Davy asked the questions that I did not even know to ask...Davy is the consultant who comes in and gets busy...what Davy did was basically give us FREE MONEY...Instead of trying to add new things to our funnel, Davy showed us little tweaks we can make to free up time for us...more freedom, and increased productivity from our staff...At the end of the day, Davy gave me ten things to do, every one of those things we could put a dollar figure on...Bottom line: here we are about thirty days later and everything is looking rosy!”

Alwyn & Rachel Cosgrove | Results Fitness | Santa Clarita, CA

I recently had the opportunity to spend four days at the Mirage Resort in Las Vegas with Michael Jordan and an incredible group of other top achievers consisting of several elite college and NBA basketball coaches.

Although I've been around Michael several times and have been blessed to hang out with many other top authors, celebrities, and speakers like Ernie Johnson, known as "E.J." from TNT (Turner Sports), Jack Canfield, the co-creator of the number one best-selling book series *Chicken Soup for the Soul*, Glenn Morshower from the FOX hit series "24", and Joe Theismann, the former NFL Super Bowl champion quarterback for the Washington Redskins, it's still a different feeling being around Michael Jordan. It's an awe-inspiring experience to be in the presence of a legend and one of the greatest athletes of all-time! I can't explain it, but it's definitely different.

So my question to you is, "What kind of feeling are you projecting to your customers about yourself, your products, your services positioning, your branding, and especially your marketing?"

I have seen far too many business owners and entrepreneurs throw anything and everything they can out to the public in their marketing without considering whether or not their marketing to the public is actually connecting with the public. You've probably heard it many times: "Facts tell...stories sell." Stories are all about feeling! How your customers feel about you and how you make people feel about your products and services can make all the difference between the success or failure of your business.

Whether or not you like it, you must be a promoter of yourself! Michael Jordan understands this. Donald Trump understands this. KISS Rocker Gene Simmons understands this. UFC co-owner Dana White understands this. WWE owner Vince McMahon understands this. And you need to understand this too!

You don't have to like or agree with the promotion of any of those I singled out, but you have to observe it, study it, and, in one way or another, you must use similar ideas for yourself and your business.

Legendary circus entertainer PT Barnum said it best: "Without promotion something terrible happens - Nothing!" How true this is!

You must on a consistent and continuous basis be promoting and marketing you, your products, and your services.

When is it okay to let up? NEVER! Marketing is the one thing you never stop doing. You never stop gathering customer case studies and testimonials. You never stop promoting yourself and your products and services during a presentation. You never stop mailing carefully targeted direct mail pieces. You never stop updating your website. You never stop creating new products. You never stop!

Don't worry about what others may say or think about you. As long as you're being honest, ethical, and following the rules for your industry, you can't worry about what jealous competitors are saying. After all, while they're complaining and criticizing, you can be marketing and serving.



Davy Tyburski and Michael Jordan

“ABM: Always Be Marketing!”®

—*James Malinchak*

STRATEGY

FOURTEEN



ENGAGE YOUR CUSTOMERS IN THE SALES PROCESS TO CLOSE MORE SALES

– CASE STUDY HIGHLIGHT –

“[Davy] kept it so simple – something that was so complex in my mind...We now will have the back operations systems that we need...Davy taught me how to implement on the back end!”

Dr. Gabrielle St. Leger | Sprinklisms, Inc. | Houston, TX

Poll ten sales managers about selling and most will tell you that selling is a process and not a one-time event. We all know that in order to sell more, we must be really good at building relationships and establishing credibility. One way to establish credibility for your product or service is to use case studies, testimonials, and white papers to show trackable results. Third party social proof is a good starting point, but you can't stop there.

A prospect that gets involved in your presentation is more likely to understand the benefits your product or service will provide to them. The odds of making a sale to a customer who is daydreaming through a boring presentation are slim to none...and slim is out of town!

Your presentation must not only educate the customer on the benefits of your product or service, it must also get them to take an active role in the presentation as opposed to sitting on their thumbs just watching and listening to you. Like a car shopper gets to take the wheel during a test drive to see for themselves the benefits of an awesome car, your customer should be able to take the wheel of your presentation – whether that be by asking questions or testing one of your products or services.

When a prospect is engaged, he or she will learn more about the quality and benefits of your product or service and will be ready to make a buying decision sooner. A great way to get your prospects involved is by having them do the math on what you're selling. In fact, let me share a technique that will not only engage a prospect, but will also keep them focused on the results your product or service will deliver!

What happens if you do a poor job educating your prospects? Or, worse yet, what happens if you confuse them?

1. They may sit silently, afraid to speak up and ask questions, only to decide they need to educate themselves about your product or service after you leave without closing the sale.

2. They may start peppering you with lots of questions – even some hostile questions – putting you on the defensive.

Needless to say, a confused prospect is very unlikely to invest in your product or service.

With that said, let's move to the technique. Discover what the hot buttons of your prospect are and say something like, "Before we go on, let's take a look at this Return on Investment (ROI) calculation sheet. Let's do some quick math to see how my product or service will benefit you." Then, hand them the sheet and a pen or pencil and let the games begin!

One of my clients sends out a newsletter in the mail to all customers who invest \$97 a month to receive it. So let's use this as an example:

Return on Investment Calculation

Step ONE:

Write down three of the best ideas you got out of this month's newsletter.

1. _____
2. _____
3. _____

Step TWO:

Circle the idea above that you are going to implement immediately.

Step THREE:

How much money will that idea generate next month?

OR

How much money will that idea save you next month?

If the idea will continue to pay dividends every month:

x12

The annual value of that idea to you: _____

By showing the prospect the results they can expect to achieve by using your product or service, they can see how their investment is well worth it! You have now positioned your product or service ahead of other alternatives. But you're not done yet! Make sure and apply these numbers to their situation. Do this by continuing to ask specific questions that will get a "yes" response:

- "Can you see how my _____ is going to save you money on your _____ every month?" (Yes)
- "Can you see how my _____ is going to increase your sales every month?" (Yes)

That's it! It's a piece of cake, right?

GOOD SELLING!

"Excellence is doing ordinary things extraordinarily well."

— John W. Gardner

STRATEGY

FIFTEEN



ANSWER
THIS QUESTION,
“AM I WASTING TIME
AND MONEY ON
TRAINING?”

– CASE STUDY HIGHLIGHT –

“We have implemented some of your teachings into our work environment and have already seen results.”

Bette Jackson | Total Logistic Control, LLC

Many companies spend thousands, if not millions, of dollars each year training team members. While this is an important investment, in some cases, training can be overrated. Regardless of the policy, procedure, or performance measurement you set out to change, training will certainly come up in the discussion when you are preparing your implementation or ‘change management’ plan.

A recent client I worked with had members of their sales team personally pick up checks from customers who were delinquent with their accounts payable. Basically, their sales people assisted the accounts receivable team to bring in the cash.

In one of my meetings with this business, a question was asked by one of the company executives: “How are we going to train the salespeople to ensure a successful implementation?” As I listened to the discussion surrounding what type of training they were going to use, how it was going to be delivered, and who would conduct the actual training sessions, I interrupted and offered a demonstration.

I stood up, walked over to one of the Accounts Receivable professionals, and asked him to role-play with me for a minute. He graciously agreed, so I began with a simple scenario and a simple question: “I have a million dollars in my hand, and I’ll give it to you when you return with a check from a delinquent customer. Can you pick up a check right now?”

Well, you know his answer, right? “Absolutely! Of course! For a million dollars I’ll go and get the delinquent check right now!” So the million-dollar question for you in your business is this: “If you want your employees to offer their best for your company, ask yourself, is it more about training or motivation?”

This technique, as simple as it may seem, is very effective, because it helps you get to the root cause of an issue at hand. In many cases, you’ll find that you may not need to address ‘training’...you may need to focus on motivation, “What’s in it for me?” Think incentives and motivation first, not only about training!

**“The amount of stress you feel in your life
(and business) is in direct correlation to the
lack of systems you have in place.”**

—*Davy Tyburski*

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STRATEGY

FIFTEEN BONUS



CREATE AND IMPLEMENT PROFITABILITY CONTESTS/ PROGRAMS

– CASE STUDY HIGHLIGHT –

“This was very valuable information to use in building a better relationship with our sales team. Excellent. Everyone can benefit from this! Sales and Credit = One Team.”

Valerie Keller | Kellogg’s

As an employer, you need to foster and celebrate creativity in and among your staff. After all, you never know when one person's idea may just radically change the way your company does business. To that end, you could create an "Idea of the Month Club" where each person is required to submit one new idea every month. If their idea is selected, they could receive a prize as an incentive.

You could also start a profitability program based on the percentage of profit you're making each month or quarter. In your team meetings, you could begin asking your team to give you one idea of something that could be done better. You could let them know that every week, you're going to encourage everyone on your team to offer their suggestions for improvement. You can also ask them, "What's one thing you learned last week that you want to share with others so they can also improve?"

In summary, you don't want your team to be afraid to come to you with ideas. Instead, you want them to think, "If I do a better at my job, I may (a) feel better about myself; (b) make more money; (c) get promoted; (d) have more free time; (e) have more freedom." When your team members are thinking in these ways about their jobs, the possibilities for your company are endless!

Let me give you some key questions to ask your team. You don't have to phrase these questions in precisely the same way, but you should be asking similar questions and, as an entrepreneur, you should always be seeking the feedback these questions are meant to solicit. As a matter of fact, these can be used not just among the members of your internal team, but also with your vendors, your suppliers, as well as the people to whom you are outsourcing. So, are you asking these questions?

- What keeps you up at night about this place?
- What makes you think about looking elsewhere?
- What's going well around here?
- What's not going so well?

It is vital to give your team incentives so they work hard to retain customers and up sell as appropriate. You can incentivize your team to do their best in all sorts of ways. You can pass out gifts cards. You can offer bonuses. Even a little extra vacation time can work! Have a system in place that allows you, when you catch someone doing something right, to give an award that will show how much they are appreciated.

Hypothetically, if you freed up one day of someone's time and they were able to bring you one more customer every day, every week, every month, or every year, would you be willing to pay them some kind of a commission? What if your team member brings back on board an old customer that has been inactive for a year or more? Remember, rewards inspire! Never be afraid to let your team members know in a tangible way what a great job they're doing!

Franklin Covey research shows that only 9 percent of workers feel a very high level of commitment to organizational goals. Only 22 percent agree there is a clear correlation between their own work and the organization's top priorities. Workers spend 23 percent of their time on urgent but irrelevant activities. Workers spend 17 percent of their time on counter-productive activities.

What's the largest and most successful company with which you're familiar? Whatever it is, their most important asset drives home at the end of the day. Their most important asset is not the product. It's not the service. Their most important and best asset are the people who drive home every day. I've never met a campus or an office or a building that had a big heart, but I've met countless people inside all these places who have huge hearts. They're what make the difference!

A practical way to make sure every one of your team members feels valued is to give every one of your team members a business card. Even your floor sweeper should get one!

It has always bothered me when I go to get my hair cut and the stylist has to pull out a business card and write her name on it. Is it not worth a \$10 investment to give a stylist a set of business cards that will give them a sense of pride and ownership?

Getting a professionally printed business card versus getting a card with a person's name scribbled can also make a significant impact on the customer. It displays a sense of professionalism and intentionality that a hand written card does not.

A great business that does a terrific job inspiring their team members and treating their customers well is Enterprise Rent-A-Car. Here are some of their core values:

1. Believe strongly that taking care of customers and employees is job number one.

Notice that this does not say, "taking care of customers is job number one," but "taking care of customers *and employees* is job number one." Taking care of both matters.

2. Empower workers as entrepreneurs and pay them on the bottom line.

3. Hold employees financially accountable for offering excellent customer service.

Don't you want your employees showing up in your office saying, "Can I set an appointment with you? I think I just found a way to save \$20,000 next month." You want people to act and think like owners and entrepreneurs!

4. Establish Strategic Partnerships

5. Dare to be Different

Enterprise pays out almost 40 percent of their profits to their employees. That's a lot! But even if you don't pay as much to your employees as Enterprise does, you can still use their strategy on a smaller scale to encourage and motivate your team members.

What if you paid your team members 10 percent of your profits? Could you factor that into your monthly budget as an investment – not as an expense – and pay it out on a quarterly basis to the people that work with you? What difference do you think it would make in their lives and in their performance?

Remember, even if you don't pay your team members out of your profits, you can still do things to encourage them. People get just as excited over a \$10 gift card as they would over a \$40 bonus check at the end of the quarter. Sometimes it's not just about the money. It's about being recognized.

Hypothetically, let's say you field 100 phone calls a week from customers. If each call takes three minutes, that totals five hours – five hours a week spent on answering the phone. What if you could take those same one hundred calls and move half of them to an online forum besides the phone to find the answers they are looking for? You could spend the time you had just gained going to find more customers. What would that be worth to you?

Let me tell you a story about a product launch. When this product launch was happening, I was serving as the Chief Operating Officer™ and personally answered some of the incoming calls to the business and managed the support queue for the first two hours of the day. How else was I going to find out who was contacting us and why? I thought it was a pretty big deal to know that information, so I decided to get involved. Could I have outsourced it? Sure! Because I was engaged, I began to notice some trends in the emails that were coming in to our company.

For example, many people told us that they couldn't tell us where to ship the product because our web form only had a field for a billing address and not for a mailing address. So, I made myself a note. "No shipping address." After receiving seven emails on this problem in twenty minutes, I got on the phone and asked our

webmaster, “John, does our web form have a shipping address on it?” Within fifteen minutes he had the problem solved and the emails regarding a shipping address field stopped.

After doing some more research, other trends began to emerge. People wanted to know, “When am I going to receive my product?” We added a note to the checkout page: “You will receive your product within 5 to 7 days.” I took this one step further and created a Frequently Asked Questions document and displayed it on the Check Out page so more of our customers could get their questions answered without picking up the phone.

**“You will be better advised to watch what
we do instead of what we say.”**

—*John N. Mitchell*

STRATEGY

SIXTEEN



**FIRE AT LEAST ONE
CUSTOMER TODAY**

– CASE STUDY HIGHLIGHT –

“Excellent! Davy did a fantastic job educating me while making it enjoyable.”

Joe Havey | Master Lock

There's an overlooked path to improving your profitability that you're probably not even aware of. And if you're not walking down this path, you're missing out!

Remember, it's not just about increasing revenue and driving more sales. After all, no matter how much revenue you bring in and how many sales you make, your company is only as good as making payroll next Friday.

What good are your sales if those customers who generate the revenue are draining your profits and in some cases actually costing you money to serve them?

- Do you know who they are?
- How do you identify which customers to HIRE?
- More importantly, which customers should you FIRE?

How often do you go through a process to identify the 'pain factor' with your customers? Allow me to share a few ideas on how you can determine which customers to pursue and which customers you should avoid, or, in some cases, FIRE!

Let's begin with your marketing department. Identifying which customers represent the greatest value to your business helps you develop an effective marketing plan and put in place marketing strategies and techniques to:

1. Attract customers who have similar characteristics to your most valuable customers.
2. Retain your most valuable customers and keep them investing in your products and services over and over again.
3. Increase customer ratings on the characteristics most important for your success.

Because every business is different, you may place a higher value on certain items and a lower value or emphasis on others. These values will depend on your strategy. For instance, if you're launching a new product, your plan might be to build sales as quickly as possible and obtain plenty of testimonials, whereas if you have cash flow problems and not making payroll, you might instead value customers who can pay you up front.

Here are some key aspects to look for when creating a process for identifying your most valuable customers:

Average Customer Revenue

This is the average revenue or sales volume over a year.

Calculation = Total revenue / Total (active) customers

Once you determine the average per customer revenue, then you can compare each customer against that average to see if they are spending more or less than the average. Overall, your objective should be to increase your total average customer revenue each year.

Increased Business

Track whether or not your customers are increasing their business with you each year, such as investing in additional products and services or increasing the frequency of their purchases from you.

Average Customer Profit (Margin)

It's safe to say that we all want customers who are as profitable as possible! These questions can help you determine what 'profit' means to you:

1. Do they have money and do they pay you?
2. Do they drain your staff's time and energy? (Pain Factor)
3. Do they invest in high-margin products and services?

4. Do they pay full price without negotiating discounts?
5. How many small orders do they make and how many large orders?
6. Do they order, only to return, products often?

Loyalty

How loyal is the customer? How long have they been doing business with you? Also consider whether or not it would be easy for them to switch to a competitor or another leading authority besides you.

Center of Influence (COI) Strategic Value

This relates to how important this customer or customer group is to the future of your business. Do they provide referrals, but maybe do not purchase many products or services from you? How influential are they in your industry?

Do They Have the Money to Pay You?

This relates to how reliable your customers are with regard to their payments. Do they pay on time? This is important as it affects your cash flow and can also tie up money you could be reinvesting in marketing your business.

Cost to Serve

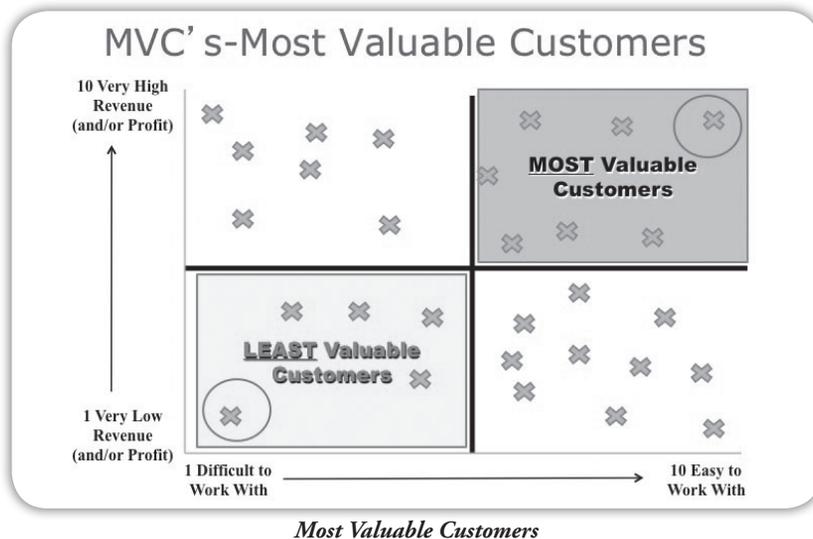
This relates to the service costs involved not only in getting a sale, but also in keeping a customer satisfied after a sale. Ideally, you want minimal service costs for your business while maintaining a high level of customer satisfaction. For example, if you provide a service, but it takes you twice as long to provide the service for one particular customer, this customer may be of lesser value to your business.

Next Steps

Once you have determined what the most important aspects of your customers are, you can create a ‘Most Valuable Customer’ matrix. By simply answering two simple, but effective, questions, you’ll be able to plot each of your customers on an easy-to-read graph to determine your MVC’s and the customers you should strongly consider firing!

1. On a scale from 1 to 10, rate each of your customers by revenue generated (1 low, 10 high).
2. On a scale from 1 to 10, rate each of your customers by the pain factor discussed earlier in this chapter (1 difficult, 10 easy).

The final step is to create your ‘A, B, C’ rating guide for your customers. This may be something as simple as an Excel spreadsheet with the column headings I reviewed earlier. By going through this exercise, you may discover that some of your highest revenue customers might be your least profitable. You may even find some customers you would be better off without.



**“Never leave that till tomorrow
which you can do today.”**
—*Benjamin Franklin*

STRATEGY

SEVENTEEN



CREATE MORE SELLING TIME BY TAPPING INTO AN OVERLOOKED RESOURCE

– CASE STUDY HIGHLIGHT –

“...I gained a lot of useful information and ideas and have passed them along to others in the department. We are currently implementing your idea of providing our sales department with a guide to financial services. Our department manager thought it was a great idea and others are excited about it as well!”

Jamie Barksdale | Firestone Building Products

In order for your company to maximize its revenue, cash performance, and, ultimately, its profitability, your credit/billing/accounts receivable, and sales teams must be connected. It seems like every few years there is news of a new economic crisis, a looming depression, and paralyzing uncertainty in the credit markets. My question is this: What about the crisis, depression, and uncertainty that may exist between your CREDITandSALES teams?

The two greatest assets of your company are:

1. SALES, which delivers REVENUE
2. Business CREDIT, which brings in CASH

Here's why I see it this way. Sales deliver revenue. What would happen if your entire sales team decided to take next month off? Would it have an impact on your company? Of course it would! There would be no top-line revenue and nothing for your credit/billing/accounts receivable team to do.

Your accounts receivable team brings in the cash. If you go to the office tomorrow and you give them the next two months off, would that have an impact on your business? Of course it would! There would be no cash coming in the door to cover expenses – *including payroll*. That's a big deal!

The purpose of the CREDITandSALES teams is to seek and keep profitable customers... together! Your credit/billing/accounts receivable team should take the lead here. Call a meeting and brainstorm new ways they can create more selling time. After all, the more sales time your company has, the more sales your company will make!

In some of the companies I have consulted, I found the sales force spending up to 50 percent of their time on non-sales related activities. In other words, they are spending half their time doing things that don't maintain or increase revenue. The problem is that salespeople who spend their time on low-payoff activities add no

value to your bottom line.

Low-payoff activities can include unnecessary phone calls or e-mails to the wrong team members within the credit/billing/accounts receivable department (or anywhere else in your business, for that matter).

Your credit/billing/accounts receivable team can give your sales team more time to sell by creating a ‘Who To Call For What’ guide for their department. You have two options. Option number one is to print a hard copy and assemble it in a three-ring soft cover binder. Option number two is to post the information on your company’s internal website. It’s best if you can have your ‘Who To Call For What’ guide both stored electronically and in a hard copy binder, as it gives the sales team easy access to the information.

If you choose to publish it in a hard copy format, be sure to print on both the front and back of each page. This will keep your finished product thin and very easy to use. In fact, it really should not exceed 10 sheets of paper. And don’t forget to encourage the sales team to carry it with them in their laptop bag or briefcase.

**Get the free template at
www.ChiefProfitOfficer.com/Implement**

The content should include:

1. A written overview (two paragraphs maximum) of the credit/billing/accounts receivable departments’ roles and responsibilities to the company along with mission statements, and outlines of the benefits these departments provide to the sales team.
2. Company organizational charts encompassing all levels, from Vice-President to Supervisor. Include the team member’s name, title, and direct phone number or extension.

3. The 'Who to Call For What' area should be formatted in four columns. List each team member's name in alphabetical order along with their title, extension and/or phone number, and a two-sentence-or-less description of their responsibilities. Be sure to include the duties they carry out specifically for the sales team!
4. Key department policies and procedures. For example, outline your customer collection policy and procedures. Be sure to include the information the sales team needs to know to save them time processing requests through the credit/billing/accounts receivable department.
5. Key forms or other paperwork the sales team uses to conduct business with other departments.
6. The last step is to create a keyword index in the back of the guide. This makes the guide very user friendly. After compiling the information, go back and highlight keywords the sales team may need to reference. The index should include:
 - Key words
 - Page numbers
 - Team members' names
 - Team members' extensions and/or phone numbers

Set up a meeting with the Vice-President of Sales and the Vice-President of Credit/Billing/Accounts Receivable and review the content. Be sure to mark it as 'Final Draft' and encourage people to make as many suggestions for improvement as possible.

The last and most important step is to SELL the finished product to the sales team. Create a memo and inform the sales team why your credit/billing/accounts receivable department invested the time to create the guide. Send the memo and guide out to every salesperson and encourage them to offer suggestions for improvement. Include

information on where suggestions should be sent.

If you decide to post the information on your Intranet, follow the same communication steps outlined above. Emphasize that this guide was created to give Salespeople more time to sell. And the get ready for your profits to sky rocket!

**“For the things we have to
learn before we can do them,
we learn by doing them.”**

—*Aristotle*

STRATEGY

EIGHTEEN



STOP OVERLOOKING ONE OF YOUR MOST IMPORTANT ASSETS

– CASE STUDY HIGHLIGHT –

“Your presentation was very good. It was nice to hear from someone with a Credit and Sales background.”

Brian Schell | Datascope

One of your most overlooked assets is your accounts receivable. The fact is, until the customer's cash is deposited into your bank account, the sale of your product or service is incomplete!

It is essential that your order-to-cash processes are as efficient as possible so you can shorten the accounts receivable cycle time. The accounts receivable cycle starts with a sale of your product or service, and ends when a sale is converted into cash in your bank account. The length of time that it takes your company to complete this cycle – from sale to accounts receivable to cash – is the collection period. The shorter the cycle, the better your cash flow.

Depending on your business model, you may bill your customer's credit card, so, in many cases, you do not have to deal with the sometimes cumbersome processes involved with credit applications, information verification, credit checks, mailed invoices, and other hassles that many companies have to deal with.

Regardless of how your customers pay, you must have a solid follow-up process in place so when a customer's credit card is declined or they 'forget' to pay their invoice, you address the issue in a timely manner. Your ability to quickly convert your accounts receivable into cash is possible, if you execute well-defined collection strategies.

Here are a few techniques I implement when working with my clients. You can modify these as needed for your customer base:

1. Start by establishing clear expectations. Let your customers know your expectations for payment up front. Include a financial responsibility letter with your customer paperwork and make sure they read and sign it. Direct your team to explain how you expect to be paid for your product or service.
2. Prepare and review an 'accounts receivable aging report.' Review who owes you money and how long the money has been outstanding. After you review the report, send out

reminders to them frequently and don't wait until the end of the month to contact them.

3. Establish a process to get the cash from those who don't pay. Some customers are unwilling or unable to pay. Although consumer protection laws prohibit you from harassing or threatening people, or violating their privacy, you do have the right to contact them and ask for payment, and you don't want to wait too long between attempts.
4. Set up a letter, email, and/or phone campaign over a period of weeks with increasing levels of 'asking for payment.' For example:
 - Send a friendly reminder that assumes the customer forgot to pay.
 - Follow the first reminder with a phone call or letter asking the customer to pay by a certain date. Be prepared to discuss payment plans if the customer expresses unwillingness to pay the balance immediately.
 - If all efforts fail, send a final reminder that demands payment before you turn the outstanding balance over to a collections agency or attorney.
 - For those who will not pay, you will need to send the account to collections. Although these agencies often get your cash, you'll pay a percentage of the invoice for their work.
 - Consider small claims court. This provides an inexpensive way to collect money without needing to hire an attorney and for small amounts owed (depending upon the state). Since this process is severe, you should only use it in extreme cases.

- Write off bad debt. No matter what you do, some customers will not pay you. You can write off bad debt at the end of the year or, in some cases, you can continue to provide services for that customer on a “cash only” basis.

**Special Bonus: Accounting Note
(check with your CPA regarding this)**

If you try to recover a debt and can't, consider it bad debt a tax-deductible item (Tax Code IRC 166, Reg. 1.166). You will be able to deduct the cost of the unpaid for goods as an ordinary business expense. You can't deduct any lost profits from the sale, nor can you deduct the money you didn't get paid for services rendered.

Reminders

1. You can enhance customer satisfaction levels by ensuring that your credit/billing/accounts receivable team focus on ways to enhance their business processes and procedures that will make life easier for your customer's accounts payable team. Customer satisfaction begins when your customers do not experience pain when working with your team. For example, if the simple format of your invoices saves processing time on the customer's end, customer satisfaction will increase. Other areas of opportunity may include the way you handle inbound phone calls, customer statements, and reports being sent to your customers.
2. Consider providing each customer a single point of contact for his or her billing and payment questions. In the customer service world, first call resolution is key. The word resolution is very important because customers not only want their calls answered, they want their issue resolved. A single point of contact addresses this and also

helps you to build stronger relationships.

3. Ensure that all team members involved in customer contact work are delivering a consistent message to the customer regarding company credit policies and goals. First, establish solid credit services policies and procedures. Second, distribute them in a condensed, easy-to-read format to the internal teams who interact with your customers. You should begin with your credit/billing/accounts receivable, and sales teams.
4. Remember that your credit/billing/accounts receivable team can add value to the selling process and sales can add value to the accounts receivable process. Credit/billing/accounts receivable professionals can add value and strengthen their relationship with the sales team by obtaining valuable sales information that may help the sales team maintain, or even increase, sales for your company.

One way to gain this essential information is for the credit/billing/accounts receivable team to put on their detective hats. When making follow-up calls during the collection process, they can take their normal line of questioning one step further by asking some ‘investigative’ inquiries such as, “What is new and exciting at your company or facility?” These types of questions can uncover new renovations or expansions that may bring new sales opportunities to the sales team.

As your sales team begins to see the value of this information, they will become increasingly motivated to communicate and share information with your credit/billing/accounts receivable team that will help you increase your profitability.

5. Your credit/billing/accounts receivable team, and sales team must be connected. It is not unusual for credit/billing/accounts receivable professionals, and sales professionals to have different personalities. However, they do have three characteristics in common. They are go-getters, they love winning, and they enjoy challenges. This is where the magic begins. Ask yourself, “In what ways can I leverage these similarities to improve my profitability?”

**“There is little difference in people,
but that little difference makes a big difference.
That little difference is attitude. The big difference
is whether it is positive or negative.”**

—*W. Clement Stone*

STRATEGY

EIGHTEEN BONUS



STOP WASTING PRECIOUS SELLING TIME AND MONEY

– CASE STUDY HIGHLIGHT –

“I will talk to our Sales Manager to present the ideas learned today. I thought they were very informative and will help me have better relationships with my sales personnel.”

Barbara Mackay | Intermountain Concrete Specialties

The purpose of your credit/billing/accounts receivable, and sales teams are to seek out and keep profitable customers...together!

I can recall a conversation I had with our Senior Director of the credit/billing/accounts receivable department when I was in sales. Back in those days, all I thought and cared about were my customers, my bonus and commission checks, and buying nice gifts for my wife, though not necessarily in that order!

I was calling on a very prominent health care facility in South Florida that was worth millions of dollars in revenue for our company. I knew when I landed their business I would receive praise and recognition from everybody, and I was pumped up! My sales plan involved bringing in heavy hitters from our company to help me convert this facility from our competition. I called on the account for almost six months. I flew in the President of our company, the Vice President of Marketing, and many others. I was determined to WOW this customer.

After numerous sales calls, first class flights, hotel stays for my company VIP's, dinners, and many other expenses, my hard work paid off. We landed the account! Things were going great for about four to five months. But then it happened. The account became delinquent. The credit hold flags went up. And then, the unthinkable happened. A credit hold was implemented.

After six months of my best sales efforts, and all the business expenses and long hours that came with them, it was all over. I can still remember the day the Senior Director of Credit called me and said, "We can no longer ship to that customer. I'm sorry." Talk about a lesson learned the hard way!

After such an unpleasant experience, I asked myself two important questions: What could have been done differently? And what went wrong?

After some self-examination, I settled upon a rule that I hold sacred to this day: Sales and marketing must involve credit/billing/accounts receivable at the inception of a sales process rather than midway into it. It amazes me how many of my clients have not learned the importance of building a strong CREDITandSALES relationship. How much revenue and customer relationships are at risk right now within your company?

**“We grow because we struggle,
we learn and overcome.”**

—*R. C. Allen*

STRATEGY

NINETEEN



CREATE AN OPERATIONS BLUEPRINT TO SAVE TIME AND MONEY

– CASE STUDY HIGHLIGHT –

“Operations can be sexy because they provide you the ability to have freedom in your life. Just come to Davy. He’ll give you great information...things that will make a huge difference in your life and in your business to allow you to eventually become free!”

Dr. David Phelps | Entrepreneur | Greenville, TX

As I work with clients to discover the low payoff activities performed by their team and the best ways to reallocate that wasted time to high payoff activities, I've uncovered a critical gap that needs to be addressed to increase revenue and decrease costs in order to drive more profit.

Most clients do not know the right questions to ask when developing an Operations Blueprint to serve as your step-by-step plan to improve business processes, standard operating procedures, operating systems, and team member development. You and your team should always be asking these types of questions to enhance your revenue and profitability:

- How do I maximize profit with minimum resources?
- What I am doing right now and does it help us achieve our company goals?
- What systems and processes can I implement so our customers can 'self-serve'?

Here's an overview of my Entrepreneur Operations Blueprint™ that I regularly utilize during my client consultations. It is designed to help improve your communication, increase productivity, and ultimately increase your profitability.

- Ensure everyone understands your mission.
- Establish and document your guidelines. Ask, "What must be done to consistently support your mission?"
- Ensure key processes are clearly outlined, answering the "who," "how," and "when" of these processes, so the critical tasks that must be completed actually get done.
- Try to make sure the right team members that are on the right bus and in the right seat.
- Communicate and measure what is being managed.

Remember, it is always worth the time to provide feedback to your employees! If you want your team members to do their best, it is important for them to know when you think they're at their best!

- The question that must be answered by each team member is: “How do I know I was successful today, this week, and this month?”

When I consult with clients that invest thousands of dollars to tap into my guaranteed profit enhancing strategies and techniques, I often use that last question during my team interviews. It's one of my all time favorites. Sadly, about 80% of the time, team members cannot answer it. So NOW is the time to get to work making sure that your team members can!

What is your best resource for improving your business processes, standard operating procedures, and operating systems? If you said, “My people,” you are right! This is why every one of your team members should be thinking about your company's profitability and acting like owners!

If you're not completely sure whether or not you're getting the full potential out of your team members, ask yourself this question: “Are ALL of my team members thinking about the company's profitability?” If your answer is “No,” take two aspirins and call me in the morning (seriously, call me) because we have some work to do. If your answer is “Yes,” congratulations!

**“Productivity is being able to do things that
you were never able to do before.”**

—*Jim Manzi*

STRATEGY

NINETEEN BONUS



IMPLEMENT A PROCESS CHECKLIST TO SAVE A TON OF TIME AND MONEY

– CASE STUDY HIGHLIGHT –

“...when you commit to creating those operations at the backend, you succeed. We want to recommend Davy as the best person in the world. He has the clearest plan and the clearest sense of operations.”

**Asara Lovejoy | The One Command Global Corporation |
Langley, WA**

Since becoming America's Chief Profit Officer™, my speaking and consulting schedule has become very full, which is a good problem to have, right? I had to challenge myself to serve my clients (and prospects) in ways that did not eat up unlimited amounts of my time traveling all over the world. So I now utilize technology like teleseminars and webinars that require me to get on far fewer planes while still delivering great value to my clients.

To get started on developing my webinar, I decided to invest in one of my mentor's home study courses. James Malinchak has been featured on ABC's hit TV show, *Secret Millionaire*, and is the founder of www.BigMoneySpeaker.com. He knows a lot about developing courses and webinars! Because I do not enjoy talking into microphone sitting in front of a computer monitor, I decided to record my presentation at one of my live events. My idea was that I could then import the recorded audio into my webinar software and the program would be done. So far, it sounds like a great idea, right?

I packed my clothes and headed to the airport to go to Kansas City, where I would be speaking at an event for a few hundred attendees. I checked into the hotel like a hundred times before, got to my room, and quickly reviewed my thirty second opening and my closing for the next morning. I was all set.

The next morning, I got to the meeting room sixty minutes early to check out the room layout along with a few other details just to make sure I was good to go. Then, it happened. My client and I got involved in a great conversation and the next thing I knew, it was about time for me to begin the event! I reached into my pocket to turn on my digital voice recorder to record my seminar, and to my surprise, it read, "LOW BATTERY." I couldn't believe it! I got so into the discussion I was having with Kurt that I lost track of time and forgot to check my digital voice recorder.

All I could think about was the money I was going to miss out on because I couldn't record my session. A \$3.00 pack of batteries was going to cost me thousands of dollars in revenue! I started to think about when my next talk would be, hoping I could just record that session. All of this was running through my mind just a few minutes before I was supposed to begin my session. This is not the kind of thing America's Chief Profit Officer™ is supposed to be thinking about right before he goes on stage!

I ran back to Kurt and asked him if we could delay my start time by a few minutes while I ran to the hotel gift shop to purchase batteries for my digital voice recorder. Because the hotel was selling them, they cost me a whopping \$19.00, even though they should have only cost me around \$3.00. To make a long story shorter, I inserted the batteries into my voice recorder, pressed record, and began my presentation. After I got home, I imported the audio recording, synced up some slides, and created my first ever webinar. Looking back on the experience, I put myself and the client through a lot of unnecessary pain and suffering because I did not follow a Process Checklist.

What's a Process Checklist, you may be asking? It's a simple piece of paper that can save you lots of time and money! Line seven of my checklist says on the day before the event, I need to "pack a digital voice recorder and bring extra batteries." On line seventeen of my checklist it says I need to "Turn on and check voice recorder." That morning, I did not follow my normal routine and I did not follow my checklist because I thought I could pull everything off on the fly. I was wrong. So here's a lesson I had to learn the hard way: don't mess with something that has a proven track record of success.

So what else is on my process checklist? And what should be on yours? Here are a few other ideas:

- Make airline/hotel/car reservations
- Check sales page web links for accuracy and functionality
- Print/pack door prizes/business cards
- Print directions to hotel/event
- Pack digital voice recorder
- Create backup of presentation on a thumb drive
- Pack suit, tie, shirt, belt, shoes, t-shirt
- Check microphone and the layout of the room
- Send post event thank you letter and gift along with a final expense report
- Close out file

My checklists usually have three columns: a column for the action I want to accomplish, the date it is due by, and the date on which I complete it.

Do not let a small detail like batteries potentially cost you thousands of dollars and damage a key business relationship. Create and implement process checklists across the board for the key areas of your business!

**“Excellence is the gradual result of
always striving to do better.”**

—Pat Riley

STRATEGY

TWENTY



KEEP SCORE
THE RIGHT WAY IN
YOUR BUSINESS!

– CASE STUDY HIGHLIGHT –

“I learned how to use reports to effectively communicate our standings and goals! Great, enthusiastic presentation that was easy to follow.”

Tania Dhuey | JanSport

As I watched our son Dylan in a recent golf tournament, I was reminded of the power of keeping score – and not just the score itself, but HOW he achieved the score. Dylan used to just write down his actual score on each hole, but he did not understand the value of recording the individual components of his score – things like the number of fairways hit, the number of greens hit, the number of putts, etc.)

These details are important. Without them, he would not have been able to figure out what he needed to work on during his one-on-one coaching sessions with his golf instructor. When Dylan tracked these details and analyzed them over the course of a few weeks, the data showed Dylan had more putting strokes than the average. So do you know what Dylan and his coach focused on during his last session? Putting, of course!

There is not much difference in keeping score in golf and keeping score in your business. It's not good enough to simply keep score. You have to keep score in such a way that helps you identify areas for improvement. Here are three steps that will help you in this critical area.

1. Decide on the top three to five components of what you should be measuring and how often you should be recording the information (hourly, daily, weekly, etc.).
2. Set a target for each component you're going to measure and then track your actual performance to the established target.
3. Monitor and analyze your scorecard at least weekly, if not more often

A critical element to your success is having a daily, consistent routine. This routine should be all about answering that all-important question: “What am I doing to increase sales or reduce

costs?” How are you recording and tracking the daily activities that answer this question? For example, let’s apply the three-step plan above to cash generation.

Using step one, you may choose to measure outbound calls, blogging, posting new ads, social media, and sending replies to emails you received from qualified prospects. All of these components have the potential of delivering cash to your business, so they are all worth recording and tracking.

In step two, your daily goals might include making twenty outbound calls, posting on five blogs, posting three new ads on social media, and responding to at least three emails from prospects each day.

In step three, you would review your goal versus your actual performance each week and trend the results.

This process may sound like common sense, but as I have reminded people many times before: “Common sense is not common practice.” If you do not have a systematic approach for reporting and analyzing your cash generation activities, the above example would provide a great starting point. Begin with this basic approach and add a few more components to your daily scorecard. You could also add actual number of sales appointments made, the number of teleseminars and webinars scheduled, along with many other activities. Remember, the more detail you add, the better you’ll be able to track your results and success rate.

In his last tournament, Dylan averaged two putts per hole, which was exactly what his goal was and what he worked on with his coach before the tournament. But without keeping score the RIGHT way, with the details that helped identify his areas of improvement, he would never have known where he needed to improve.

So my question to you is: “How are you keeping score every day in your business? Do you track the necessary details to show you where you may be falling short and are in need of improvement?”

Ultimately, you cannot forget that even though reporting and analyzing is important, actually **DOING** what you learn from all that reporting and analyzing is even more important. It’s the only way you’ll be able to turn the corners in your business that will lead you to more profit!

Bonus Strategy:

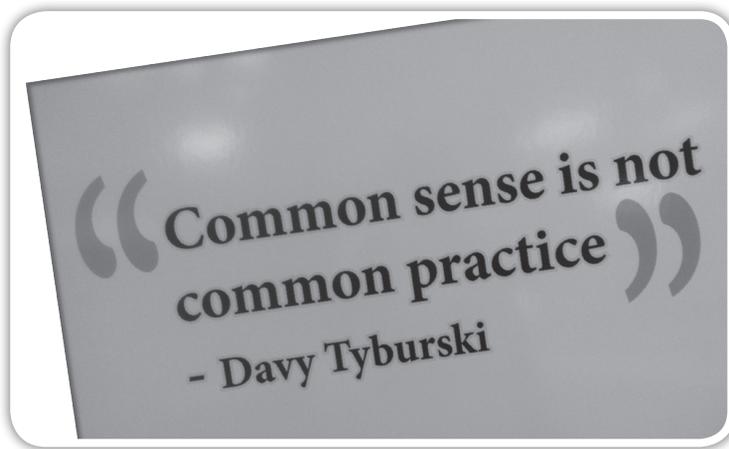
Determine if Your Reports are a Waste of Time

If you’re going to take the time to generate specific reports to help you identify areas for improvement, you need to make sure these reports are being reviewed. I remember one month when I told my team to assemble all the reports they were generating. I then told my Senior Financial Analyst, “John, Next month do not send out any reports.”

This strategy may sound crazy, but my thinking behind it was simple. I was going to learn how valuable these reports were based on how many people did or did not call me when they did not receive their reports. If you’re looking for a more positive approach that will help you learn whether or not your reports are being read, simply attach a sticky note on one of the middle pages of the reporting package that says, “Call me at extension 123 for a free prize!” Then track how many calls you receive and you’ll quickly find out who is reading your reports (or how many are not reading them)!

If you do receive phone calls. Use these calls as opportunities to gather important feedback on how you can improve the report to make it even better.

By the way, when you send out a report, make sure you add the source information to the report's footer section so the receiving party knows who to contact if they have questions. I cannot tell you how much time I have seen wasted by a company employees trying to track down the person who generated a report. Such hunts rob salespeople of one of their most precious assets: time.



Common sense is not common practice

**“Push yourself again and again.
Don’t give an inch until the final buzzer sounds.”**
—Larry Bird

STRATEGY

TWENTY-ONE



INVEST IN YOURSELF AND YOUR BUSINESS

– CASE STUDY HIGHLIGHT –

“...I really like to learn from the best and that’s why I came to Davy Tyburski. Davy has taken my entire business and reframed it. He talks to us in a language that we understand as entrepreneurs and he makes it so simple...the guy knows what he’s talking about!”

Jonathan Sprinkles | Sprinklisms, Inc. | Houston, TX

I asked my cousin, James Malinchak, who was featured on ABC's hit television show, *Secret Millionaire*, and the founder of www.BigMoneySpeaker.com, to share his thoughts regarding the power of investing in yourself and how this strategy has benefited him. Here's what he had to say.

Do you want to know the biggest wealth attraction mistake you could ever make? Not investing in the right mentor and the proper training for anything you want to do and do well. There is always someone who has already "been there, done that" and is still doing it. You want to learn from that person!

It ultimately comes down to this: to get cash fast, *you have to think differently*. You have to think like a multimillion-dollar entrepreneur. So get started. Learn from the right mentor, learn from the right training, and you'll cut your learning curve not in half, but by 90 percent.

"It's NOT About Working Harder, Nor Is It About Working Smarter! It's ALL About Working RIGHT!"

**—James Malinchak, as seen on
ABC's hit TV show "Secret Millionaire"**

This is a key strategy you must adopt in order to maximize your profitability. I have personally benefited from outstanding business coaches, mentors, and consultants over the years. You can too.

STRATEGY

TWENTY-ONE BONUS



THE POWER OF HAVING THE RIGHT COACH(ES)

– CASE STUDY HIGHLIGHT –

“Great material! Your presentation is great. It conveys a lot of useful information about leadership!”

Greg Stone | Con-way Transportation

Because James has invested hundreds of thousands of dollars in himself, I asked him to share his words of wisdom regarding the power of having the RIGHT coaches in your corner. Here's what he had to say...

I have a question for you. When do you know it all?

It amazes me that so many business owners moan and complain about how they're tired of not making enough money, yet, they refuse to do anything about it! One of my favorite quotes is:

"If you keep on doing what you've been doing, then you'll keep on getting what you've been getting!"

I honestly believe that all the knowledge you need to grow your business and income is out there. You just need to do whatever you have to do in order to get it. You must never stop learning. I like to think about it like this: If you want to go more, you've got to grow more.

I had the honor and privilege of sitting down with legendary UCLA basketball coach John Wooden, the "Wizard of Westwood," who has won more national basketball championships than any other collegiate coach. While at his house for lunch, Coach Wooden shared with me a quote that changed my life. He said, "It's what you learn after you think you know it all that counts."

Every now and then, we all drink our own Kool-Aid and think, "I have finally learned enough to attain the wealth level I want to attain." But that's simply not true. So make the commitment to yourself now to seek out and invest in whatever audio or video training program, seminar, training session, or consultant that will help you maximize your profits.

Notice, I didn't say, "*Spend money on* an audio or video training program, seminar, training session, or consultant." I said, "Invest in these things." A "poverty conscious person" sees things in terms

of spending money. A prosperity conscious person sees things in terms of investing.. Which do you want? Poverty or prosperity?

Don't just invest in yourself once. If you really want to grow your business and profits, each and every year for the rest of your life, you need to make continual training a consistent part of your business.

There is always someone who has already “been there, done that. and is still doing it” who can help you grow. So go find that person! What do you want to achieve? Go find someone who's already achieved it. By increasing your learning curve through training, you can increase the growth curve of your business! But unless you decide to take a portion of your income and “invest it back in yourself” so you can get the strategies, tips, and shortcuts you need, you won't make more money!

I believe this 100 percent!

So, back to my point: If you're stuck in a rut right now, it's time to do something...NOW!”

Get off of your butt (or your “assets,” as I often say) and take responsibility for yourself and for what you are or aren't getting in your business. This was the first step I had to take when I was in a rut. I had to take responsibility for choosing to listen to the wrong people.

I display three quotes in my office that are especially inspiring to me. These are quotes I need to see every day because I can learn from them every day. They're simple, but profoundly revolutionary.

**“An investment in yourself always
pays the best interest!”**

—Ben Franklin

“Your personal income will seldom exceed your personal development!”

—Jim Rohn

“If you think investing in yourself is expensive, then you should try ignorance!”

—Unknown

Personally, I’ve “invested” over \$200,000 the past few years in myself. \$200,000!?! Yep! But \$200,000 is a bargain considering the amount of business this “investment” continues bringing back to me year after year!

I would not be where I am today – getting the number of high speaker fee bookings I get, meeting the people I meet, earning the kind of income I earn – if I hadn’t made the decision and commitment several years ago to “invest in myself” and get CD programs, DVD programs, and attend boot camps and seminars.

I am where I am because I consistently and continuously “invest in myself.” I’m nothing special. I just got off my butt and took the time to learn what I needed to do in order to make big money!

Here’s something important to note. I would never consider trying to get the information I’ve received for free. I respect anyone who has put in the time, energy, effort, and “investment” to learn what I’d like to know and I’m more than happy to pay them by “investing in myself” to learn from them.

So, let me ask you a very important question. I want you to answer honestly. Be completely honest with yourself. It’s the first step to making positive, productive, lasting change:

Are you thinking like a “Poverty Conscious Person,” or like a “Prosperity Conscious Person”?

If you’re currently thinking like a “poverty conscious person,” it’s perfectly okay. Don’t beat yourself up over it. You’re not alone. I’ve been there too! You’re probably stuck in this way of thinking because nobody has ever taught you how profoundly important it is to shift your thinking...that is, until now!

So here’s what I want you to do, RIGHT NOW!

1. Make the decision to immediately “shift your thinking” and be a “Prosperity Conscious Business Person.” It’s really as simple as making a decision! Don’t think it’s more difficult than that. But please don’t downplay the importance of making this decision! The power to choose the path you want to follow in life is the most profoundly important power you have. I love what Tony Robbins says: “It’s in the moment of your decisions that your destiny is created!”
2. Start immediately “investing in yourself!” Again, notice I didn’t say, “Spend money on yourself.” Take some immediate action to invest in whatever kind of information that will help take you to the next level.

There’s an old saying: “Experience is the best teacher.” I don’t model my businesses after that saying. I prefer modeling my business after this: “OTHER PEOPLE’S experience is the best teacher!”

Learn from people who are playing at higher levels than you and let their knowledge, experience, tips, strategies, ideas, and shortcuts pull you up to their level. But don’t procrastinate! Start RIGHT NOW! Because, if you choose not to, then you’ll keep on doing what you’ve been doing and you’ll keep on getting what you’ve been getting.

Your income will have a direct correlation to the number of times you invest in yourself in a year. That's a Millionaire Success Secret. So use it, apply it, absorb it, use it again, apply it, absorb it again, and again, and again. You won't regret it.

“Not making the decision that investing in yourself on a continuous basis is profoundly important if you want to continue climbing to higher and higher income levels!”

**—James Malinchak, as seen on
ABC's hit TV show “Secret Millionaire”**

Thank you, James, for sharing your wisdom with us!

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Ken Star
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James & Anita Watts
Candy Weed
Joe Wesch
Graham Weston
Gary Williams
Roy Williams
TJ Winters
Mike Zacho

NEXT STEPS

Three Reasons Why YOU Should Engage Davy Tyburski as YOUR Chief Profit Officer™

- 1. Davy GUARANTEES a 200% ROI on His Coaching & Consulting Services. No Results...No Investment...Period.**
He makes it easy for you to say YES...because you have nothing to lose...and everything to gain when you enter into a coaching/consulting relationship with him.
- 2. Davy Gets More Done in 2-3 Days Than Most Consulting Firms Get Done in 2-3 Months (or Years)...Period.** Because of his diverse background, he connects with you and your employees by delivering the ideal combination of stories, case studies coupled with his proven profit strategies and techniques! He quickly cuts through all of the red tape, excuses and roadblocks to deliver the right profit outcomes for you and your organization.
- 3. Davy is a Successful Business Executive and Entrepreneur That Delivers Results...Period.**
He has “been there...done that...and still doing it!” Davy’s unique, hands-on experience enables him to easily identify ‘where you are losing money’ and quickly determine what needs to be done to resolve it. His profit-centered leadership and mindset spans across several business units including: Marketing, Sales & Sales Management, Customer

Service, Operations, Credit/ Billing/ Accounts Receivable, Process and Systems Excellence, Training and Development, and Corporate Communications.

