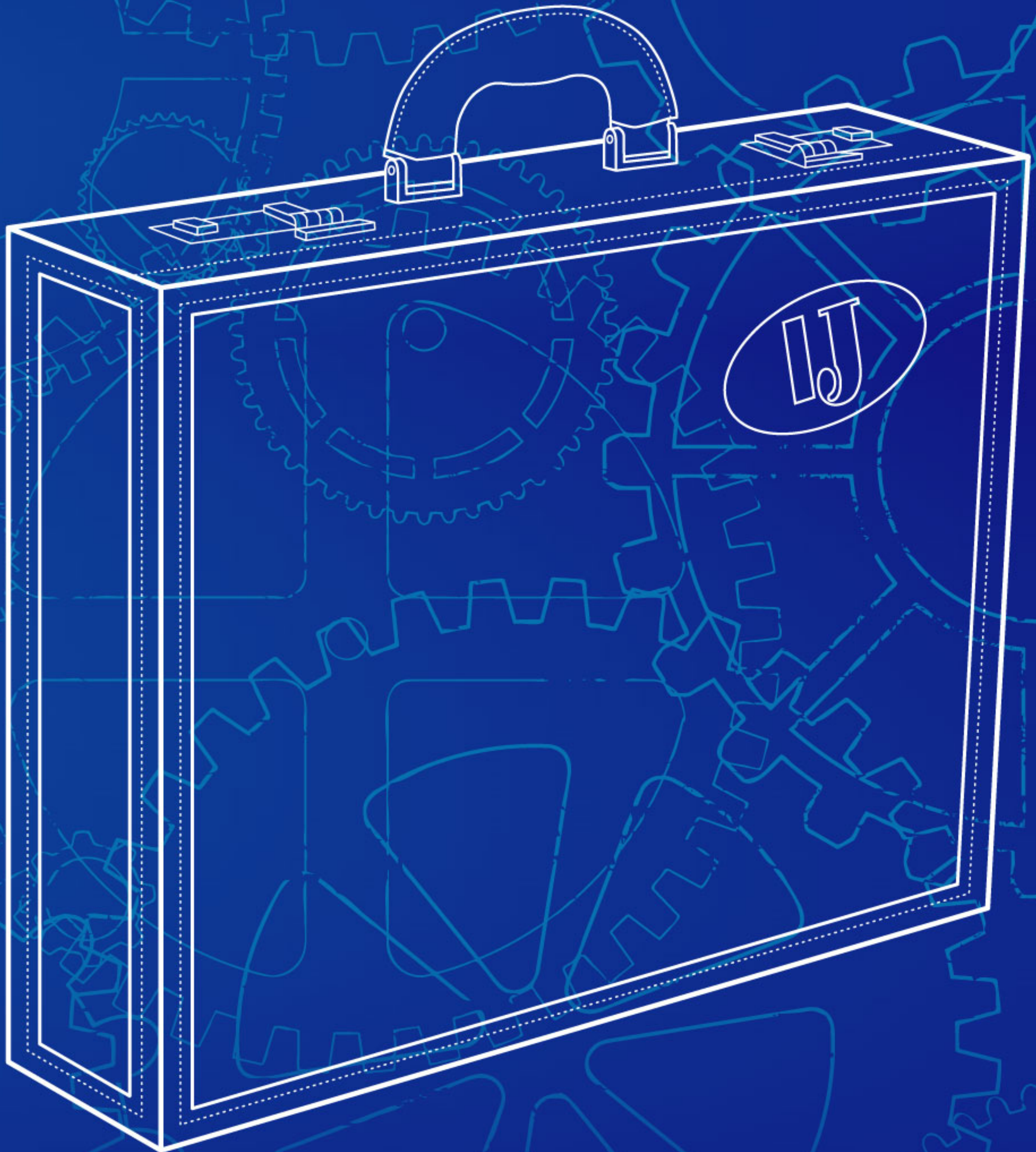


THE  
**MECHANICS OF SELLING**

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*THE IDEAL PATH FOR SUCCESS*



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ANDREW C. JACOBS

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## **AUTHOR'S NOTE 1**

I refer to salesman in the masculine form throughout this book. In fact I made no effort to be politically correct in anyway. If that bothers you than stop reading now since your probably won't like what I say. My point of view is taken from my real life adventures that included numerous failures, some triumphs and building a worldwide group of companies with about 240 employees. It is not clouded by theory or what other's think should be real. If you want reality read on, if you want to be coddled and told what you are doing now is correct, then I would again suggest you stop reading now. I give you my road to freedom, independence and wealth. Whether you travel it is your decision.

## **AUTHOR'S NOTE 2**

Please note that I occasionally repeat myself in this book. This is not a mistake, some things need to be repeated and I have no problem pushing what I think is imperative to your success.

## **AUTHOR'S NOTE 3**

All suggestions contained in this book are just that-suggestions. I am not responsible for your life or the decisions you make. My experiences and advice are based on my life and adventures; they are not an indicator of what will happen to you or guarantee any type of results. Again, your decisions are your responsibility, so don't even think of blaming me for what happens to you. Do not start exercising unless you have been checked and okayed by your doctor. Use your brain and experience as to your own best pathways and accept responsibilities for them. Utilize what you like, forget the rest and again the responsibility and results are yours. By reading further you agree that I am not responsible in any way for anything that happens to you.

## **SPECIAL THANKS**

Thank you to David Williams, Jerry Levey and Lou Beckerman for their interviews included in this book. They are three of the best salesmen I know.

Additional thanks to my daughter Kayla, not only for helping with those interviews but having the guts to try one of the hardest jobs in the world which is learning how to sell within a family business.

Also thanks to John Herrmann, our global attorney who always has our back and is never afraid to dive in if there is trouble.

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# DEDICATION

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I dedicate this book to three people who have played such important roles in my life - **my father, my mother, and my daughter.**

To my Father Jerome W. Jacobs - you taught me how to sell and from there my only limitations were those I imposed on myself.

To my mother, Phyllis Jacobs - you had the guts to force me on to straight commission when you felt I wasn't working hard enough. Throwing me "into the deep water" without a life jacket was the best thing for me, and one of the hardest decisions you ever had to make.

To my daughter, Kayla - your entry into the company forced me to update an old manuscript to act as a my teaching tool for you. In doing so, I realized it might be of value to others. I have the ultimate faith that you can do anything. I just have to convince you that I am correct.



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# FOREWARD

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I have been fortunate to know and have the opportunity to work with Andrew Jacobs and his first-rate colleagues at Ideal Jacobs Corporation for more than six years, during which time our firm has represented Ideal Jacobs Corporation on a range of matters. Over the course of our firm's representation of Ideal Jacobs Corporation, I have had a front-row seat to observe the persistence and tenacity that Andrew brings to his management responsibilities for Ideal Jacobs Corporation. Although I have never been on the receiving end of a sales call with Andrew, I have every confidence that – as he states in the chapters that follow – his central motivation is resolutely placing the customer's objectives and desires first and achieving your own objectives only by first satisfying the customer.

While Andrew has framed his latest book as a distillation of the knowledge and experience he has gained in more than 30 years as a salesman, I was struck by how many of his experiences and recommendations are highly relevant to jobs outside of sales – and, indeed, to life in general. Life lessons such as giving your absolute best all the time; being persistent and continuing to work when you are tired and want to simply go home and relax; taking responsibility for mistakes and doing everything in your power to fix them; and identifying ways in which every member of your team can contribute to the bottom line and ensuring that everyone's contribution is recognized, are important to success not just in sales, but to any business or organization.

Having the ability to "sell" and to "close" is absolutely vital in sales, but is also important in many other professions. Accordingly, while this is a book written first and foremost for aspiring and experienced salesmen, I am confident that the advice and recommendations in this book will be of interest and valuable to you, even if sales is not your profession.

John M. Herrmann  
Partner  
Kelley Drye & Warren LLP

Washington, DC  
September 2015

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# PREFACE

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This book is a culmination of forty years of knowledge I've gained in our "family business." This is not a book about why you should choose a career in sales; your motives are your own. This is strictly a guide to the mechanics or a "how to" book about selling.

This is a simple way to manage your life, your time and your energy. It is my way and not the only possible path for you. Everyone sells differently, be yourself, do not feel bound to follow this or any other method exactly. If you have never sold, or are floundering, I suggest you pick a method and stick to it. Obviously I feel mine is better than most, but it is not the only way.

If nothing else, my method can help to determine if you can sell, gain some consistency in your thought patterns, time management and life in general. This book will show you how to attack on a calculated pre-selected basis to achieve a percentage-based set of results. Those results will compound to increase your share of whatever market you are going after. This system is not just limited to sales but relates to life in general. Success is a combination of intelligent preparation, research, spotting a situation, setting a goal and attacking that goal in an intelligent, repetitive manner.

Whether you should be in sales or business in general is not my place to decide, only you and your employer, if you value their opinion, can make that decision. If you read this and think it is a lot of hogwash, you are wrong and maybe you should re-think about whether you should be in sales at all. You are embarking on a grueling, highly rewarding, occasionally vicious, fantastic voyage of extremes that most people cannot endure, let alone enjoy.

If this book steers you away from trying a sales career, then maybe you should thank me for stopping your road to hell. If you are not cut out for the sales hunt but force yourself to try, then you might be better off trying something else. If you can sell successfully then it can be the most incredibly profitable, uplifting fun journey in the world, as it has been for me. By simply trying any method, you have elevated yourself about most others. You have made a commitment to learn about yourself in a way few people would permit. The road you choose will be paved with your own failures, faults, shortcomings, prejudices and everything else that is bad inside you. Only by identifying and dealing with them can the good stuff come out.

Best of luck, enjoy the hunt.  
Andrew Jacobs



# THE PATH FOR SUCCESS

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# SELLING

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My selling career officially started in the summer of my twelfth year. I had, up until that time, been a shy, somewhat overweight pre-teenager who was starting to get excited about the opposite sex. It was hard enough to talk to strangers, but talking to girls was unthinkable.

We were staying at the Jersey Shore for the summer, which was not the best place for anyone who was not thin. The thought of being in a bathing suit still fills me with foreboding. Although I am no longer overweight, and work-out seven times a week, I still see myself as an overweight, shy kid.

I decided I was going to learn how to talk to women even if it killed me. I was not going to let another opportunity go by. I needed a role model, someone I could copy until I became either confident enough on my own to continue or forever swear off speaking to the opposite sex. This pattern has been with me ever since. Whenever I have a new undertaking or want to go into a new area, I research and try to find someone who was there before me. Often today it comes from books, but back then it had to be an actual person, that man was Elliot. He was 15 years old and acted like he was twenty. Elliot was the smoothest operator that I had ever seen. He unwittingly became my mentor and my idol. He could talk to anybody, especially women.

I studied how he acted. One of things I noticed was his extreme extroversion, his pleasantness and his willingness to be the first to start a conversation. Often all it took was for him to say, "good morning". I remember quaking in the anticipation of trying it. The actual memory was a bit of a blur, a beautiful girl passed by, I said good morning and I think she said "hi" and smiled. The ice had been broken.

Those two months ranked as one of the most painful in my memory, talking to people I did not know, being ignored by some and welcomed by others. In fact, I still associate the Jersey Shore with that summer and rarely go back there. But it proved to be a turning point in my life. I owe Elliot, as I owe all my mentors, a great debt of gratitude. He never knew the impact he had on me, changed my life for the better and I have tried to pass the same lesson on to others.

By the way, saying good morning with a smile became a continual habit with me. The number of smiles I have gotten from all types of people has been a wonderment. You can turn someone's day with just a pleasant greeting. It is a very easy way to spread happiness. You are asking yourself how does this relate to selling and the answer is everything. Selling is dealing with people, all types of people on the level that they choose. If someone is not willing to acknowledge your existence, then you cannot do anything with them. You have to become a person in their frame of reference. In order to do that you have to acknowledge that they are a human being first with feelings, problems and priorities just like you. You need to be open and listen. I will repeat that. You need to LISTEN and hear what other people say and not concentrate on what you are going to say next. You can't hope to sell anything until you can hear

the person ask for what they want.

Two years passed, and through a great deal of painful trial and error I could now talk to girls. Yet I had been unsuccessful in getting a girlfriend, something I inherently wanted until I got married 14 years later. My confidence had been building as my mind had grown keener and my weight had been dropping. It is the summer of 1970, I was 14 years old. I visited a local music school with a friend of mine. We both played clarinet and I spent the day in his classes and I saw a beautiful woman. Her name was Karen and I thought she was twenty years old, she was actually twelve but give me a break, I was infatuated. I loved that school and asked my parents if I could go there for the rest of the summer and happily they agreed. As it turned out, I also learned to love that girl and we spent the next six years as friends. She lived across town, therefore, I did not see her often but I wrote her letters and called her most nights.

She became my second mentor, because she taught me how to talk on the phone. It was through speaking with her that I learned to be more at ease with people in general. My increased telephone confidence also eased my way in being more relaxed with people in person. I became extremely comfortable on the telephone and this easiness became the basis for my ability to sell. If you are relaxed, then you can concentrate on whom you are talking to and what they are saying. You do not have to be worried about what you are going to say next. Even if you are in a sales area where you don't know the product lines you still have the confidence of dealing with people. You can relax enough to listen to the other person, and pick up the non-verbal cues they are sending in addition to what they are actually saying.

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## GETTING UP EARLY

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I had an Uncle named Phil. He came from Poland with nothing and eventually built a multi-million dollar company. When people used to describe him one the of the first things they mentioned was how early he got up and how hard he worked. He became another of my role models.

The fact that he was a truly great, inspirational, philanthropic man came second. What came first was that he woke up very early. I used to wonder about that. Why should getting up early mean so much? Eventually I found out the answer. When I first started working for my father, I told him I could not get up early and I could only come in at 9:00 AM. Since he got in at 8:30 AM, when I got into the office he was already rolling with things to do and anything I wanted had to wait until he was ready. Within a short time I began to come to work earlier and earlier and I found an amazing thing happening in that I made more money. I also found out the earlier I got in, the more people respected me because they could not force themselves to do it on a consistent basis. It was not easy getting up 3:30 AM like I did up until 6 years ago and I never got used to it. I now get up at 4:15am on regular work days, I am 61 years old, it takes 5 alarms to make sure I am awake and it still isn't easy but the advantage of early rising has never left. I also try and take an afternoon nap during the work week. It will do wonders to keep you going. But the advantages far outweigh any negatives and I never plan to change. I also found a whole new world that almost no one else knew about. Lots of people stay up late but no one wants to get up early. One of the advantages of being first in is that you can control the day of others. You can call your customers right after they have had their first cup of coffee, or your suppliers before they have theirs. You can determine when they are their most pliable and have it work to your advantage. As long as you are consistent here and in every other part of your life, which takes a huge amount of continued discipline, it will contribute to your power and ability to influence others.

There are other advantages, if you start early and have a family, the odds are good you can be home for dinner and have a home life where others can't. I spent more time with my kids than most people and even today with email, texting and social media I can still do a lot of it at home before and after I go to work so I get the best of both worlds. When I hear people describe me, the first thing they mention is how early I get up. It has become one of my greatest assets. I owe it to my Uncle Phil who showed me the way for my personal success and the continued building of our companies.

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## NIGHTS, WEEKENDS, & HOLIDAYS

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If you think doctors have weird hours, you should talk to any small business owner. I am on email usually by 4:30 every business morning and sign off by 9:00pm at night. Our plant in the US opens at 6:00am and closes at 6:00pm. This does not include operations in Asia, Europe and Mexico which means that we, as a group of companies, are running 24 hours a day, 5 days a week and email is being watched by a small group of us almost every waking minute, including the weekends and holidays. This is not a complaint rather it is the reality of anyone doing business globally today and I love it. I am available at all times and my mobile phone is open to customers and vendor alike. If you only want to work a 40-hour week, then you had better work for someone else. If you want to be the boss, you had better be willing to work long hours, handle problems and like to be involved. If you don't, you will fail. Our customers depend on us to help them through normal and tough times. When there is a problem or crisis they expect us to run towards them, not go away and hide. They want partners and people who will support them and if you are not up to the challenge you will be eaten alive by companies like mine. Be careful if you decide to start your own company or choose wisely the company you work for because their corporate culture will define your career and your success.



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# QUALITY, SERVICE, PRICE, & ENVIRONMENTAL BETTERMENT

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Since we are talking about commitment let's turn toward the subject of what your company can offer to your perspective customers. We are bombarded all the time by various commercials talking about quality and how well a certain product works. The reality is that you can offer your customers four areas of expertise regarding your product and your company:

Quality

Service

Price

Environmental Betterment

Twenty years ago you could have been fine with offering two out of three with quality, service and delivery, but today you need to excel in all four areas to maximize your chances for success, especially competing globally. It is not an easy or forgiving market-place, and if you can't keep up you will be swallowed up by those who can. You have probably heard a lot of companies advertise about their quality, customer service and being a world class player; that also now holds true for local markets. The competition is that steep. The answer is simple it is just not easy. You have the ground rules of what is expected to be a top vendor; supply an adequate product, at a very good price, with consistent deliveries and you are good to the environment. If you fall down in one or two categories, you will be relegated to only low-profit pieces of business or worse not considered at all. The global market place is not benevolent, it is capitalistic. Therefore, only the strong will survive. The better your product, the faster you deliver, the lower your price, the better your environment systems, the more business you will get. I am not talking about perfection, we are all human, people make mistakes. It is how those situations are handled that will determine your success. Try your best, work hard, be honest, admit when you screw up and then do everything possible to make it better. Forgive yourself when things go wrong, that will not be easy. For all those who can't admit fault, their inability to admit mistakes makes them easy targets to take their business.

Quality, environmental management, health and safety systems are not relegated to one area of production rather it should transcend all areas of your business and personal life. If you care about what happens to your family at home, you should care about your people at work. If you don't want your family to breathe in toxins at home and be exposed to have potential hazards that can hurt them, then you should not permit them at work. If you recycle and are careful about taking care of chemicals at home, you need to do the same at the plant. You cannot separate your home life and your persona at work. Try to be one way all the time, the best that you can be everywhere and it will raise not only yourself but those around you.

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## MY FIRST KISS

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Remember Karen, the girl from Music School? We had been dating through that first fall and I still had not kissed her. Suddenly it was New Year's Day and we had made a date to go sleigh riding at a local golf course. I really wanted to kiss her but was scared to death. I finally got up the nerve and did it. The feeling in my stomach at that moment was a combination of fear, hope and the wonder of what was possible and I will never forget it. It is also that feeling that has since taught me that stress needs to be handled in a manner that will make it work for me. From the time of my Bar Mitzvah to that first kiss, throughout college and finally to work. That feeling of being able to do whatever was needed, of being okay with failing if I tried my best, enabled me to go out on the road after new customers, many of whom did not want to see me. It was that belief that enabled and forced me to go into places where I was scared to fail. It forced me to learn what was needed to handle most situations and launch myself forward. Temporary setbacks, single event failures were a necessary part of the learning process. Giving up was not permitted. A friend of mine always says that you sell best when you are scared. I almost agree with that. I think you work most successfully when you are stressed to your limits. When there is trouble, you have to go to the depths of your mind, body and soul to instantaneously formulate ideas and plans. It is truly amazing how your mind will work when your back is against the wall and you need a solution.

One of the reasons I was scared when I was younger was the fear of physical confrontations. Selling is a rough business, you are dealing with a lot of people whose emotions are at the edge. I found that the tougher I was physically, the better I was able to be mentally. It was that thought, plus the need to reduce stress, that pushed me into numerous types of physical workouts ranging from karate to kick boxing to biking to kayaking. These activities have made me stronger and better to handle what came along in the world of sales.

I only worry now when I do not get that feeling of being nervous and fearful when confronting tense, hard situations because it means that was I was not taking them seriously enough and had underestimated my surroundings and competition. Complacency is one of the most destructive emotions. Getting cocky is a sure road to failure. Anybody who does not get scared or at least nervous in big situations is either stupid or should not be in the game. The adrenaline rush is what enables you to think on your feet and come up with the solutions that can make you and your company money. Besides, it can be a lot of fun to be put into a very difficult situation and come up with a unique solution.

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# THE BIG LEAGUES

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All throughout my life, I noticed that my Dad always thought selling was the greatest and most fun part of business. He judged himself and those around him by their ability to sell. The rest of business was commentary, if you could do it you were in the big leagues, the best of the best. When I first started selling, I would go on the road and visited companies in our area. In the waiting rooms I would often see the same group of industrial salesmen going from place to place. They were usually in their 30-50's, well dressed, seemed affluent and were always very aggressive and interested in who else was present. The good salesmen were always interested in the people around them, especially the competition. They wanted to look you over, judge your ability, watch your technique and especially who you were selling to because it might be someone who would buy from them.

They were an active group who were working all the time even when they seemed to be just waiting to see their customers. I learned a lot from those people and eventually was proud to be one of them. In time I learned that there was a sort of club atmosphere amongst us. We would sometimes talk, share war stories and also the gossip about the companies we were visiting. We often knew more about the inner workings of the various companies than the actual employees and were used as sources of information about what the executives were planning.

It was a great time for me, learning my craft and my Dad was my prime instructor. When I first started, I did not know an invoice from a shipping memo. He taught me his way from scratch. He let it be known that I was nothing until I could sell and he spent years forming me into the person he thought best. It was not always a smooth process as he was an unbending, difficult teacher who imparted his knowledge in the manner he chose. I was not perfect either, as I was often stubborn and would take a long time to accept his techniques. Time, maturity, internalizing gradually what he taught me and learning to do things in my own way eventually let me eclipse his sales. In the end about half of his "way" worked for me. As I became more successful, my confidence soared as did my aspirations for myself and our company. Selling became a positive cycle, the bigger and more money we made the more I wanted and the bigger the risks I was willing to take. Let me tell you, there is nothing like being able to sell. The feeling of freedom is indefinable. It means you could make a living virtually anywhere in the world in almost any industry. You control your own destiny and your own standard of living. You could work as hard as you wanted and could potentially become very rich. On the other hand, if you were never able to learn to sell and you stayed in that line of work then you are chained to a life of continual frustration. If you think you have the potential, you owe it yourself to try. Do not be under any misconception however, you have to be able to look within yourself, find out why you are as you are and be able to channel all of that emotion and energy into something positive that will work for you and your team. My Dad told me at the beginning it would

be a process of total self psychological examination and rebuilding to create a stronger me. He said it would wrench out my guts and be the toughest thing I ever tried. It was a lot harder than he explained.

Many people view salesmen as a bunch of crooks pushing used cars and trying to cheat people. The group I trained with however were the best. In battle, they would be the people you would want in charge. They were the ones you could trust when the pressure was on. They are elite who would come out on top when the war is over. I was, and am, proud to be a member of this select group and welcome anyone else who thinks they can do it. The industrial salesman is a professional who is highly organized, whose main concern is to get repeat, highly satisfied customers, because that creates the greatest profits. They are keenly aware that a one shot deal is worthless. We are an integral part of the business cycle, the grease that keeps the world economy moving, we are the best.



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# FIRST ACCOUNT

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After a few weeks in the business, I was 21 years old, my Dad pointed to the door and said go sell. I had no idea what we sold, but he gave me some samples and I headed towards the door. I asked him what to do and he said go into the various local companies, ask for the people who bought the printing and show them the samples. Ask if they have anything we can quote on and if I had questions, call him. Otherwise, I should bring back a sample and he would figure out the prices. Happy to be out of the office, I started knocking on doors. Luckily for me, I did not know how hard it was and being the dutiful son I kept doing it. Those first few weeks I spent part of the day outside selling and the balance in the office learning the business. What I was doing was called "cold calling" which meant that I had no appointments and was just knocking on random doors trying to sell. As you can imagine the percentages of getting sales based on this method were very low. Luckily I was clueless, so again, I just kept going. How did I pick the companies to attack? Since I did not know what I was doing, I had a simple formula. If a company looked like they would use printing I would go in, it was totally non-scientific. A few weeks after I started walked into a small chemical company and showed a nice woman named Dee my wares. She was very nice and, as I learned later, thought I was a cute guy. She gave me an order for 3-part reply memo forms. It was my first, and I left her office walking on air. The experience was memorable; I had broken my first account. It was a wonderful feeling especially after having spent weeks being told by other companies to go away, their company did not need my product or it was bought out of their home office in another state.

I had broken the first major sales barrier which was a result of hard work and luck. Beginner's Luck is there for a reason, call it a gift from fate or God. Many people experience it, and it gave me the push and confidence to keep going. As I learned my trade and the sales business in general, I found out that the way I was being taught was the hardest of all. Many companies helped their new salesman by giving them house accounts. Since my father was our only salesman, he tried to give me a few of his small accounts, but I felt strange calling people and telling them I was taking over their business. I felt like a favored son who was walking into an easy situation and I did not like it. Besides, my father had been so adamant about being able to have my own accounts that I resisted taking any of his and decided I would build my own from scratch. Therefore, not only was I trying to build sales from cold calling, the lowest percentage method, but I was also in a family business. I was the grandson who did not know anything, which is a heavy disadvantage when starting because everybody thought I had it easy. It was the hardest of all worlds, but I did not care, success was my only option. By the way, there are two types of boss's sons. One group takes it easy, and the other group works twice as hard as everybody else. The advantage of being a son or grandson or great granddaughter in the business does not become an asset until you are competent in the endeavor you are in. You have to prove that you work harder and smarter

than the others before you are given the recognition and respect due. That is why so many firms never go to the second generation, it is too hard on the kids during the first few years. In our company my daughter Kayla has been with us for about 2 1/2 years in sales. She is tough, intelligent and has a drive to succeed. She too wants to build her own sales, and has a tough road ahead of her.

So there I am with the toughest row to hoe, again happily I did not know it, and kept trying to sell and learn the business. Actually I was quite good at cold calling, too good in fact. I had gotten first orders from a bunch of large companies, but was unable to capitalize and make them accounts. My father did not understand this and was forever on my back to work harder. In retrospect, I realize now what the problem was. My father had thrown me out on the road to cold call and break open new accounts. I had no background and no expertise. The only thing I had was extreme aggressiveness and persistence. Those two attributes will get you in the door and the first order, but you will not get accounts until you are ready to handle them. Besides my father's instructions were to break open accounts, he never told nor showed me how to develop them until a year after I started. Happily though, I was also working "inside" during this time and learned production, customer service, general business and there my development was rapid. As it is true with everything else, when I was ready to become an actual salesman in all areas I did and I owe it all to my mother.

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# MIXING BUSINESS WITH PLEASURE

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When I was twenty-four years old I had one account, one big account, a large insurance corporation. I had been working on getting it for years, and I finally landed it when another printer failed to meet the buyer's requirements. Business began pouring in, an incredible feeling for a new salesman but the buyer had a secretary who I had been trying to leave alone for months. The truth was I had fallen for her, and I finally could not stand it anymore. We went out for a while, she dropped me and so did the buyer, I lost everything.

I had gone into this affair with my eyes open knowing that I was risking everything. I thought she was worth it. I still think I did the right thing because I would have always wished I had, but I ended up with no girl and no customer. I did not tell my father how I lost the business. If you are in this position, weigh out your options. If the girl is worth the risk, then go ahead and do it. A couple of years later, I had a similar situation and did the same thing. I lost the account and the girl, but again it was worth it. Now four decades later, I am happily married with three great kids, I can look back and smile. I would definitely advise against mixing business with pleasure, but if you are willing to take the risk, be aware that you will never keep both and the odds are good of losing everything. If you are married and thinking of fooling around, which I did not, I would advise against it for a myriad of reasons. The odds of losing everything are too great to justify the risks.

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# STRAIGHT COMMISSION

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I was twenty-five years old in 1981 and was making \$20,000/year based on my performance on the inside. I had been working for four years and I had learned a lot about the business in general and printing in particular. I liked my job and was making a nice living for a single guy and was reasonably contented. My mother was not, however, and she thought that I was not working hard enough. She knew that selling was the key to my success and I needed more motivation.

Enter mentor number three. My mother decided that I needed to be on straight commission. Straight commission means that you get either a percentage of your gross or net sales. If you don't sell, you don't get any money. There can be many variations of this with part salary and part commissions or bonuses. She felt that I needed a cold slap in the face to see whether I had it in me to sell. My Mom knew I could do it, I didn't. My sales at that time did not amount to much. She forced my Dad to put me on commission and from that point on, I would get 40% of the gross profit on any sales I made. My salary was cut to \$100.00/week and I would have a company car and gas. I could also come home on Sunday nights for dinner.

After the shock wore off, I went home that night and figured that I could last six months with my savings and the \$100.00/week. The next morning, I went into the office and began to sell out of desperation. My mother was right, because she alone had the guts to throw me out of the nest to see if I could fly. I must admit I was not very happy about it or her. But from that day forward I began to streamline my life, became more efficient and very careful of my own time. I no longer spent a lot of effort on estimating jobs but instead went with my gut feelings on pricing. I had a general idea of what things should cost and felt that fast quotes were the best for the customer and most efficient for me. In our business, prices are based on what the market will bear. Often you are dealing with rush jobs for new items that have never been made before, so there are no standards. You priced the product based on what you felt the customer would agree to pay. You had to be willing to lose the business to get the profits necessary to build your sales.

It was the best and worst of times. My stomach was in a state of continuous turmoil. However, I learned a great deal especially about myself and had a lot of fun. I worked out physically harder than ever to alleviate the stress and build up my tolerance for more. The stronger I got, the more money I made, and my sales began to take off. Within a few months, I was making the same money as before and my income climbed from there. Looking back on your life, there are definitive moments where you are at a crossroads. Your first order is one, to give you the impetus to keep going. The next step is that push from within that leads you to success or oblivion.

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## BUSINESS FRIENDSHIPS

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When I first came into the family business, my father told me that if I lasted, I would develop business friendships. These were different from the normal friendships because there was little or no contact outside of those specific circumstances. Nevertheless, although they stayed on one dimension they could develop into extremely tight bonds.

As the years have passed and I have experienced more than a few, I realized how important these friendships have become over the past 41 years. Those thoughts are always intensified when one of them passes away or has a big event. You become part of their lives and it is a very nice thing. I used to avoid those emotional attachments because I did not want to become involved. Now it is an inclusion that is very satisfying. It includes a group of friends, who I rarely saw outside of work, that greatly added to my life as a whole.

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# PASSION

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I am one of those incredibly fortunate people who was born into a family business that I not only love but am good at. I was given the ultimate opportunity from a very young age to learn business in general and printing in particular. Since there was only my father and me at the start, I had to learn all aspects of the company at the same time and that type of total immersion happened to be the best way for me to learn. It gave me the grounding to build the company I wanted after my Dad retired and various Ideal Jacobs companies now have over 240 people worldwide and are operating on 3 continents. The great part is that my passion is not only limited to the business, but also extends to my life everywhere. With my family, of course coming above all else, I try and attack life to squeeze it like an orange and get the most I can out of it every day. Many people have a very jaundiced view of businessman in general. They think of them as portrayed in the movies as slimy crooks who are out to exploit all workers, run them into the ground, with no morality. On the contrary, over the years those I have met and dealt with are overwhelmingly honest, hard working, loyal, moral people who I am proud to be associated with. They are dependable, knowledgeable and honest with their dealings and are doing their best to better themselves and the lives of their employees and families. American business is a great place, and those entering it's playing field should do so with the idea of making things better for themselves and those working with them.

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# FAILURE

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Over the years, all salesmen have pieces of business that have contributed to making their hair turn grey and fallout. Those jobs that never seem to go away and haunt you for months at a time and begin to invade all parts of your psyche. One of our areas of production for me was precision fabricated metal products. That is a process that stamps out and bends shapes from pieces of aluminum or steel for things like cabinets. In our case, we made them for telecommunications equipment. I had begun to learn about this business almost 30 years ago when one of our best printing customers asked us to get involved with a new metal cabinet he was designing. He was a fussy, educated man who was very demanding but fair. We had been doing business with him for years, and we were the only vendor who had never let him down. We were also the company he called when something tough was needed quickly. It was a matter of honor that we could accomplish what no one else could. For everything we don't manufacture ourselves, we have a captive base of outside vendors who do the various work components, like building subcontractors. For this job, we utilized one of our metal fabricators to help create this product. Our customer, in addition to wanting a very difficult cabinet, required it to be built for an inexpensive price. I thought this vendor could handle the requirements. We had a meeting where the customer toured our supplier's plant and everyone agreed as to what had to be done. We were originally given eight weeks to complete the project and the prices were agreed upon.

Almost immediately trouble broke out. The vendor could not meet the quality level for the customer, and there was not enough money in the job to do it right. Months passed and I had to keep calling the customer and getting more time for delivery. Finally six months later we delivered the final product, which looked terrible and was rejected. The customer hated it, stopped the rest of the project. We had a major battle with the vendor that resulted in us never using them again. We also lost a good part of the business we originally had with our customer. We had failed. Actually, I had failed, and it affected me a lot. I hated letting someone down. I also learned from this, which included not taking any job where others had fallen down until I was sure that we could deliver on time and the money involved was at least adequate. I also learned to have at least one back-up solution in case our initial plan of attack did not satisfy the customer. If we needed a top-level job, then we needed to use the best components and craftsman, and that usually meant it would not be cheap. However, when we did commit to anything we had to forget about the money and use the best we had. It was a painful lesson that is still fresh, even though it happened more than 20 years ago. Our integrity and reputation are what matters, and if we commit to a job we have to finish it correctly whether we make money or not.



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# THINGS DON'T ALWAYS TURN OUT WELL

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In every work day, there will be a certain number of problems. If you are doing things right and have a lot of business in progress, then by percentage you will have a certain amount of trouble. My Uncle Phil, in the food business, often said if he had a credit manager who had no bad debts, then he would fire him. The reason being that he was not taking enough chances and by deduction he had to have a certain number of bad debts to insure he wasn't too cautious. If you have no problems, you are not doing any business, because they come with the territory. Part of the reason you are getting paid is to fix them and handle the stress. The more money you make, the more strain you will have to handle. Try to take comfort from this and remember something else. Any problem that can be handled with money is not that big a deal. The real trouble is when you are dealing with people's perceptions or situations where you can't get all the information and can't find a pathway to a solution.

For instance, we had an order to make some color matched labels. We printed the job and the customer rejected it because it did not match his panels. As it turned out, his panels were being matched to a different color specification, although we were matching to the current company standard. After realizing this, I offered to replace all of his current label inventory for free from the other supplier so all of his panels would be using the same color. He was astounded that I would be willing to do this for free, but I was happy to do this to lock in his account. We did as I promised, and the customer proceeded to buy a lot of labels from us in the following few years. Keeping the client happy is good business and often leads to other sales. Next week, most of your problems will be different, but the level of stress will stay constant. Try to take comfort from that consistency and hope the problems themselves are fixable with money, because those are usually easier to solve.

Here is another example where an order did not work out. My daughter Kayla and I traveled to France a few years ago specifically to see a division of one of our customers headquartered in Canada. They had a piece of business that we wanted, but there had been a problem with color matching to their specifications. As it turned out, they were using an antiquated color matching system which was no longer in general use. Our sole purpose for the visit was to get a printed sample which we could then match using our highly accurate color matching system. Their purpose for the visit, however, was to insult my company and tell us how incompetent we were. After five minutes I asked them if they would give us the sample we needed, they refused, I ended the meeting immediately and my daughter, Kayla, and I left. I have only walked out of two meetings like that in the last 40 years, so you can see how rare it was. But sometimes there is nothing that could be done. It took a while for my anger to cool. That division was shut-down soon after, and we eventually did get the business.

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# DIAGRAM OF AN INDUSTRIAL SALES CALL

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If the following section is a little dry for you it means you have not yet made an effective sales call. The second you are faced with actually having to make your first sales call, this will suddenly become one of the most interesting things you will ever read. Why you may ask? The reason is simple, this is the first true test you will face and if you continually fail you can never go any further. If you want to make big money, sooner or later you are going to have to find new customers on your own. You might as well find out early if you have what it takes to do it. It is a combination of guts, passion, drive and the willingness to look like a fool all of the time until you build up enough experience, so you only look like a fool part of the time. It is a grueling adventure and anyone who minimizes it has either never done it before or is a one in a ten million "natural" who needs no training.

You are now ready to make a "cold" sales call. You have no appointment. Sounds daunting, doesn't it? It is and you are right to be nervous. Your stomach should be jumping because you are about to embark on a new career that can lead you to the good life. Part of the anxiety you feel is because you do not know what to expect, so let's try to make it a little easier. If you are expecting potential customers to welcome you with open arms, forget it you are dreaming. Even the best ideas and products still have to be sold. If you think they will scream at you because you don't know much and have little experience, that also will usually not happen. The best initial reception you can hope for is to get an opportunity to talk to a buyer. The worst reception is indifference, no recognition that you are a human being and you will be asked to leave. Therefore, do not walk in with an expectation of high success or a chip on your shoulder. People you are going to visit are like everyone else. Some are nice, some are not. You, however, do not care because all you want to do is sell them. Please keep that in mind, you are not looking for your next best friend or someone to talk too. You want them to buy what you sell.

If you have certain areas of interest or passions like politics, 3D Printing, Artificial Intelligence, theater or sports you can go after customers in related industries. Since you already have some expertise in terms of the language of those areas and genuine interest, that will be reflected when you contact them. The fact that you already like the product or service that their company supplies will help give you a common bond with the potential buyers. Chances are that if you are interested in that particular field, then you already act and dress like the employees of that industry which will also help in terms of starting to sell them. Simply showing interest and that you are thinking in terms of helping the potential customers, will help put you ahead of the pack to begin selling. Of course, once you get the initial chance to do business remember to give prices quickly, try to close the deal as fast as possible, supply a quality product and deliver early. There is a lot to it, and it is much harder than it looks.

When you go to see a company, whether it is on a cold call (check Social Media before you go in) or a pre-made appointment, research it first, even if only for a quick visit to their company website. Try to think of what could benefit the buyer, and have an idea or program ready so you have something to offer. For instance, if it is a theater company, have a fund raising idea ready involving local talent utilizing your products and services. Center it around what you sell, but make it a benefit to the buyer and their company. What can they use, that you make, that can help them? Whether it is in their production lines, eliminate inefficiency, save money or anything else that will make them, as individuals, look great before their bosses. If you have the freedom to decide who you can go after then any criteria, especially your "gut" is relevant. Try everything as long as it appears you will not put yourself in any physical danger. If your bosses determine who you can attack, then do as you are told. Make a list of prospective customers and the odds are good your supervisor will let you go after them when there is a slow period. Most people like initiative and drive, but not pushy and obnoxious. It is a fine line, one you will have to determine for yourself. Your sub-conscious mind should be working all the time. Whenever you meet someone, read an article or something happens in the world you should be directly relating whether you can benefit from it. If you are good, you will think about this all the time. If you want to be great, you will become obsessed. Only you and those closest to you can determine if that is a good thing or not. Everything is tied directly into your gut. Sometimes you get a feeling you should do something. I would advise you to follow your stomach until you can determine if it is a good or bad indicator.

You are now at the company, for whatever reason, you have chosen to attack. If you have an appointment, skip down. If not, take a minute to check the company on the Internet and see what they "do." If there is no chance for you to get business, don't go in. If yes, do a quick analysis of how you could help whoever is in charge, to make more money, get more business, lessen their competition and make their life better. Check Linked In, or a similar site, and see if anyone is listed for this company as a buyer or designer of what you sell. Now you are ready to walk in the front door. You will most probably see:

A large desk with a receptionist or guard behind it

A wall with a glass window with a receptionist or guard behind it

A telephone on a table

The guard or receptionist will want to know your name, company and who you want to see. A business card here is helpful and will lend immediate credibility to your presence. If you are cold calling, then you do not know who to see, so you ask for whomever buys whatever you are selling.

The answers from the guard/receptionist will be:

### **1. I am not able to give out any names.**

In that case, if you saw someone on the Internet search that you just did before

walking in, who designs or buys what you sell, then you have nothing to lose. Ask to speak to that person. If the guard/receptionist calls for you, then the odds are good that person will not see you but will ask you to leave literature. That is okay, you have found your target. Say thank-you, leave the literature and you now have someone to call on later. If the buyer wants to talk to you on the telephone or comes down in person, you need to be ready with what you are going to say. See below for that.

**2. The person who buys that item is \_\_\_\_\_.**

Do the same same thing as above.

**3. That buying is done out of the company's home office in another state.**

Say thank-you and make a note to track them later on Social Media.

**4. We do not buy that item.**

Say thank-you and leave. The odds are good the guard/receptionist is not qualified to make that decision. But getting in a fight with them will do you no good. Since you have already checked their website before walking in, you are pretty sure that they are wrong. After you get back home start a full scale social media search to find the right person.

**If you get the buyer on the telephone, say something like the following:**

Hello, my name is \_\_\_\_\_ and I am from \_\_\_\_\_ company. We specialize in \_\_\_\_\_ (product or or service) and normally deliver in \_\_\_\_\_ time frames (rush, normal or long term for better pricing). We have been in business since \_\_\_\_\_ and center on \_\_\_\_\_ industries (chemical, healthcare, telecommunication, etc). I have some samples of \_\_\_\_\_ which might be of interest. If you can come down, it will only take \_\_\_\_\_ minutes (no more than 12).

**Buyer's Reactions**

**Bored response:** It is his job to interview potential suppliers, but he probably doesn't need any. Unless you can spark an interest by saying something that will directly make him look good in front of his bosses or help with an immediate crisis you are out of luck. He will not see you in person, but will tell you to leave some literature at the desk and at this point you are finished. Leave the literature and follow-up the next day at an odd time like 6:00 AM or 12:30 PM during lunch, at those moments your call might not be intercepted by a receptionist and your contacts are more prone to answer themselves. This kind of buyer usually takes a long time to break, so don't spend a lot of time on them but keep in touch.

**Happy response:** Once in a great while you hit a situation where the customer is in trouble. His current supplier has let him down or something new has come up. He is receptive to what you are saying and actually might be willing to give you a try. The odds are heavily against this, but if you make enough calls it will happen. In this case, the buyer will want to talk. Let him, whether by phone or in person, listen to what he wants, get all of the information necessary. Then go to your office immediately, make sure you can make the product in the time period necessary and then as fast as possible, call back the customer with the price and ask for the order. Sometimes this tactic will work, other times it will take longer. If you don't ask, however, they will rarely just give it to you. Aggressiveness has to be part of your nature. If not, get another job.

**Time waster's response:** In every salesman's career, there are always a few buyers who bring you in for a full interview and tell you they have lots of business. They will say they are always interested in new suppliers and there is no reason why you can't have a lot of business. They will seem very nice and you will float out of the meeting walking on air. You will be thinking that selling isn't so hard and fantasizing about all the money you will make. The truth is you have just met a blood sucking, parasite who has no intention of ever giving you business, but likes to have salesman in his office so it looks like he is doing his job. This man will waste your time, tear out your heart and you will grow old quickly while waiting for the orders that will never come. If this happens, walk out the door and never, ever go back.

I did not say this was going to be easy, I said it was going to be a survival test lasting years/decades. As time passes and you get used to making these types of calls, you will see that there is little chance of anything happening on any particular attempt. That is because these are low-quality contacts, based simply on the number of calls you make versus an expected return. However, even selling this way, if you stay with it long enough, the odds will eventually go in your favor. You will be successful. It will also toughen your hide to rejection, and you will learn your craft. Some sales managers will use this as the winnowing out process for their prospective salesman. If they can survive six months or a year of cold calling, then they are considered worthy of actual training and investment. This is what happened with me. My father finally decided, after I started breaking open new accounts, that I had the basic skills needed to succeed. There are, however, higher percentage ways of getting new customers that are a little easier on the salesman. So let's look at some of those.

Let's say you made one hundred cold calls. You are wasting a huge amount of potential sales if you give up after the first effort. Depending on what you are selling, the type of company you represent, your experience, the level of competition and the state of the economy the odds are good you would have actually seen ten potential buyers. Even if you get actual business from two, you should not throw away the potential with the other eight. Besides making sales calls and sending material to people you already know is not only

much easier mentally, it is a much more efficient use of your time. You know these people buy what you sell.

Also with those first one hundred calls, the odds are also good that through Social Media you have found ten to twenty more potential buyers and you can start attacking them at the same time. You want to spend as little energy as possible knocking on cold doors. Leverage everything you do to the next level of efficiency, both to increase your chances of more business and save continual bruising of your ego.

You did the hardest part by going in person. Now when you contact them again, you can say you had actually visited their location which makes a difference that you made that effort. A good part of being successful is making the effort to be involved. Many people will not go face-to-face with anyone. Just being able to do that puts you into a special category. Some people admire gumption, and the ability to sell is anathema to almost everyone. The vast majority of people would never put themselves through this process. They admire those who can, especially if you are young and new at the job. People like to help those who are just getting started. Therefore, even if you are new, don't know your product lines or even business in general, your willingness to go into the "front lines" of battle will give you an advantage.

You now have those twenty to thirty good targets. You need to find out everything you can about those companies before you contact the buyers again. You need to know what they need, so you can tailor your sales call around them. Remember they matter and you don't. Therefore, you should only be thinking about how you can help them with their customers and looking good in front of their bosses. You should be monitoring multiples sources of information every day. You need to know what is happening in the world and how it affects them. Are their companies' candidates for takeovers, or are they taking other people over? What do you sell that they need? In other words, why should they deal with you? When you get to the buyer on the phone, which normally takes multiple attempts, you have to be ready with everything because you will only get a few minutes. If you have not seen the buyer already, you want an appointment to meet them in person. A scheduled meeting is the best to interest a good potential buyer and has a much higher percentage of success than a cold call. The busier a buyer is, usually the better prospect they are. So you have to put your best foot forward in the few minutes you have. Contacting via email or social media is okay, but much easier to push off than a direct phone call. You have to be aggressive and you have to be ready with what you want to say. If you plan accordingly, the percentage of getting business from those twenty to thirty targets is much higher than cold calls. The reason is you have a direct target, a human being and you can then identify what they need. If you have already seen them once, then don't push immediately to see them again. Their time is valuable and you have to seem like yours is also. The next few contacts should be sending in or dropping off samples. You can also email or other social media with information that will be of use to them. It doesn't have to always be about your company. If something is happening that

affects their industry and it is in an article, send that. It shows you are thinking outside the box and not just some pushy, non-thinking robot.

Here is what a buyer wants to know:

What makes your company different? Is it better quality, price, service or environmental responsibility? Or is it you? Do you make the difference because, even if you are new, you will work unlimited hours to service them better than what they are getting now? Again why should they risk dealing with you, a new company and a new salesman as opposed to someone that they already know?

How will you handle the following questions:

Why should I deal with your company?

How much experience do you and your company have?

Why should I trust you?

How stable is your company?

How can you make me look good?

Most salesmen say they have great prices, fast deliveries, environmental stewardship and good service, but it means nothing. You need to be able to prove it by actual examples of customer satisfaction, accolades your company has won, and your company's position within your industry. You need to think about what the customer needs. You have twenty to thirty contacts, therefore make twenty to thirty different or slightly different approaches. Customized attacks, not canned pitches. A buyer can smell a well-worn script from a mile away. You want to be treated as a human being, but you have to treat the buyer like they are a real person first, not just someone who can make you money. You need to be different than everyone else. You need to be real. Your goal is to either get in to see the buyer or find a specific need and how you can become the supplier for that need. You want the chance to prove how good you and your company can perform. You can send the same sample to all of your targets, but customize what you say to each one. Do some digging to find out useful information and keep sending via different types of communications. Send something monthly for the first six months, it will keep you in mind. Try to see them once a quarter. If this sounds like a lot of effort, you are correct. Once you finish the first one hundred cold calls, you are going to do another, then another and will only cut back when you have enough potential targets to work on them full time. If you don't want to go all out, then find another job.

In my case, one of our company's greatest attributes is our research and development area. We try and forecast what our customers will need, years in advance and spend large amounts of money to put in new equipment, gain new expertise and create new products that we think will be needed. Our customers like having vendors thinking so far ahead, and it gives them confidence that we can handle the problems and deadlines for their current product lines.

If you can get into a customer's head and they remember you on a continuing basis, then your odds of doing business are greatly increased. Be careful



because you are walking a fine line between being agreeable, aggressive and stalking. You must make an impression, but not get him angry enough so he determines not to use you under any circumstances. On the other hand there is no such thing as a successful, non-aggressive salesman, but that doesn't mean you can't be low-key about it. You have to learn what works best for you and that will mean seeing a lot of people. You will make a huge amount of mistakes and wrong decisions. You have to stay open for anything. Sometimes you will get a first order while never meeting the buyer in person, other times it will take decades, if at all. Allow yourself the luxury to make those mistakes early so that you can toughen-up. You need to learn what works and what doesn't, and your own style will emerge. If you have a mentor to emulate, that is good as long as they are successful in hard numbers as opposed to theory. Never listen to anyone who makes less money than you unless they know a particular subject better and are successful there. Do not assume people will give you advice that is in your best interest or that they care about what happens to you. As always, their first allegiance is to themselves, the second to their family and the third may be their company, you are way down the line of importance.

If a buyer says he cannot see you but wants you to send in literature or samples, then do it right away. It is your first test. If they are local, then deliver it to the main reception yourself as soon as possible so the buyer still remembers he requested it. If not, then deliver the samples via air express, if you have the budget. If not, then by mail. Air expresses, faxes and delivered envelopes get priority in most companies, especially over Social Media that is not directly sent to a specific person. Email blasts are shotgun approaches that generally have very poor results, so try to keep your actions as personal as possible. You need to surround your company with an aura of urgency, dependability and put yourself in the position of being able to handle the problem orders. That is the best way to get in to see and keep customers. If you are not in that type of business, then center on your best capabilities. Stay in contact, but don't stalk them, so they remember you but do not get annoyed. That is a delicate, changing line and if you step over it they will not deal with you. Sending in samples or examples of how you helped other customers is a good, non-intrusive way to stay in touch. Be creative in your attacks, don't keep calling on the telephone, texting or emailing. Mix it up. You want to be seen as aggressive, but not intrusive. How do you know when it is too much? The answer is time, making mistakes, getting business and learning about people.

When speaking on the phone or directly talking with potential customers, remember to sound excited and happy to be there. If you do not like your company and your job, it will show. If you are burnt-out, angry or desperate, that will also be transparent. Non-verbal communication is as important as what you say. Remember you are constantly giving off signals. Try to make sure all of them are consistent and give a true picture of what you want to project. If the buyer will continually not see you, an alternative is to leave word that you are going to be in his area on a specified day during a definite time and you will drop by. If he can see you, that is fine. If not, you will leave some material. You

have eased the pressure and then he will not feel obligated, much more prone to say okay and sometimes you even get in.

Make sure that whatever you promise regarding anything is kept. One miss will probably destroy your credibility. If you are going to be late, then call before the appointment is scheduled. Don't wait until it is already past your time. If something happens and you can't come, be honest, don't lie, they can tell. Buyers have excellent senses as to non-verbal communication and voice inflection. It is part of their job to analyze suppliers and separate the truth from the fibs.

When you have cold-called a company and you have been given a name and number of a buyer at a different location, check to see how far away they are located. If the only way you can contact them is by telephone, social media or airplane, then make the approach differently than a local call.

If the potential customer is within easy diving distance, you can utilize Social Media to contact them. However, it is very easy for them to ignore you or turn you down. Leaving a message is almost worthless because they will rarely call you back. A much higher chance for success is to send them some literature, but more preferably samples. People like to be able to touch actual examples. A few days later after you are sure they received them, try and get them on the telephone which is not an easy task. Many won't answer, so you have to pick the time when they are least expecting it like before 8:00 AM, during lunch and after 4:30 PM. Once they answer, you will have about 15 seconds to make an impression so that they won't hang up on you. Therefore, do not insult them by being overly familiar or by acting like you are the President of the United States. Be formal, cordial and get to the point. You want to sell and you want them to let you come in. Therefore, start with your name, company, how you got their name and what you sell. If you do it quickly enough, they will hesitate to interrupt, so keep on talking. Tell him about the fine points of your company and how long you have been in business, in a short concise way. If they still haven't said anything, say you hope you have the right person, tell them you will be in the area tomorrow, you have to move quickly, and would like an appointment. Normally, if you have gotten this far and have not been stopped, they will say okay to this, if nothing else to get rid of you. You then say thanks and get off the phone as quickly unless they want to talk. As with most sales and relationships, if you get what you want, then leave immediately so they can't change their mind.

If you cannot get them on the telephone, which is normal, then send them an email, text, fax, smoke signal, sky write or anything else you can think of to follow-up. The more innovative the better, then hope they respond. If they don't respond then try again in another month with different samples or an idea of what you think will make their business life easier. At least here, unlike cold calling, you have a definite target. Over time they will learn who you, are or they will tell you to go away. This process can be successful the first time you make contact, or it can take years. No one said it would be easy, which is why salesman have the chance to make so much money. Almost no-one can stand

the long term, brutal process of getting customers. Can you do it?

Always remember if you make an appointment, keep it. Even if something better comes along, keep the first one anyway. Use your first reaction as to how to handle a situation. If your "gut feelings" on how to read people and situations are generally accurate, then you have a formidable weapon in sales and in life. If you have trouble judging whether people are who they say they are and are constantly second guessing yourself, either make a decision to go with your instincts or get out of sales. Second guessing usually leads to lost business, disasters and a lot of wasted time wishing you had done things differently. If you were meant to sell you will have been born with this talent. With training you can make it an incredible weapon, without it you are cannon fodder to anyone who can.

Follow-up with everybody who hasn't specifically said they never want to hear from you again. Check if they need anything or a new buyer has taken their place. Sometimes a new buyer will want to "clean house" and get different suppliers of their own. You will be in perfect position to become one of them. There is no set rule regarding frequency of attempted contacts. Once a month is often good, but vary the pathway via different electronic medium, literature, examples of good work and going in person.

Within three months, if you are going full time, you will have gone into hundreds of companies and by then you should have gotten chances to quote various jobs and probably gotten your first order. But you should not rely solely on cold calls and the subsequent prospects you get from those efforts. You can get leads from industrial directories, various social media outlets, the Internet in general and referrals from your new customers, friends and neighbors. You should also join organizations but your interest has to be genuine, you can meet people in your off hours. In other words, you will be selling all the time and when you are not doing it, you should be thinking about. That is why this is such a hard business to get started. The commitment must be total, and the burnout rate is very high. You are taking the business from someone else and you have to be better just to get a chance. You are dealing against other professionals who have taken their business from someone else. It is a war and needs to be fought with the same intensity, dedication and intelligence. There will be times when you can't make another sales call or face anyone else. It is then that you should be working on learning more about your business through other members of your company, your suppliers and business in general. No time should be left for moping or feeling sorry for yourself. Time is your most valuable possession, use it wisely, take classes in book-keeping and other areas of business that will be of help later. In the future you might want to start your own company, besides you will also make contacts going through this process. Being tired is not an excuse for not making calls. Force yourself. Your body and mind can get so tired that it is like hitting a wall, but in order to reach your next level you have to get over that hurdle to reach the next one. Force yourself, learn yourself, and try to go past your limits. Believe me, you can go further than you think possible. As time goes on, your capabilities will increase and

your endurance will soar. Don't short-change yourself. You can get by on less sleep as long as you take care of your body, mind and soul but be very careful when you are driving. If you are drowsy don't endanger yourself and anyone else. If you are not going to go for success now, when will you do it? You get one chance in this life and sales is a great journey. You have to give it everything because you are fighting against people like me and my friends. We have no intention of letting you into the game.

Above all, remember to listen when talking to anybody about anything. If you can hear and absorb what people are saying, you will make your life a lot easier. Let them tell you what they want, not what you want to give them. Selling is about the hardest work possible. You have to find people who do not want to be found. Then persuade them to do what you want and continue on a long-term basis that will satisfy both of you. It is incredibly hard, time consuming, frustrating, wonderful, lucrative, fun and stimulating. It is the best, worst and the greatest challenge of all.

Fill this out every time you visit a buyer for the first time for the first year. You may want to use it as a follow-up record every time you see them.

Name of the company: \_\_\_\_\_

Address: \_\_\_\_\_ Date: \_\_\_\_\_

Telephone: \_\_\_\_\_

Initial contact: \_\_\_\_\_

Guard: \_\_\_\_\_ Receptionist \_\_\_\_\_ Phone by itself \_\_\_\_\_

Did you get the buyers name: Yes No

Buyers name: \_\_\_\_\_ Phone number: \_\_\_\_\_

Did you talk to the buyer: Yes No

Was the buyer: Bored Receptive Time waster (don't go back!)

Did something good happen? Yes No

Explain: \_\_\_\_\_

Did you get something definite to work on? Yes No

What was it? \_\_\_\_\_

Did something bad happen? Yes No

Explain: \_\_\_\_\_

Will the buyer remember you? Yes No

Explain: \_\_\_\_\_

When will you follow-up? \_\_\_\_\_

Any chance for future business? \_\_\_\_\_

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# YOUR OPINION DOES NOT MATTER BECAUSE YOU HAVE NOT SOLD

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In the first year I was in the family business, my Dad would talk to me about sales strategy, how he planned to attack new accounts and pricing various custom products and pieces of business. I remember one discussion vividly where I gave my opinion as to what he should do. He looked at me and said that since I had no sales experience myself, my views had no merit. Until I sold, my opinions did not matter. This seemed like an incredibly harsh thing to say to me, but his rational was that if I had not made any sales, I had no basis to create a view on what should be done. My father was first and foremost a salesman. He tolerated the other parts of the business like doing production and paperwork. Sales was his life and was how he judged everyone. He was right, in that fact that my opinion was not tempered by actual success, hence my merit had to be questioned. But to base your view of all people by their ability to sell is somewhat limiting. I have modified that philosophy to advise people never to give too much weight to the opinions of people who sell on theory or make less money than I did.

It was an important double lesson for me to learn. One is that without actual experience the value of my or anyone else's opinion had to be tempered with my inexperience. The other lesson was that I would be judged by the values as I judged in others. I had better be careful or as time wore on I could force myself out of business and into retirement if my only criteria was sales. As it turned out, I am now 61 years old, my "job" is as follows: I am charge of getting new customers, traveling globally to see existing accounts, handling big trouble, inventing, finding new product lines and the overall financial dealing of our companies worldwide. While I continually hand off more to our fantastic teams worldwide, it allows me to center on the fewer areas where I am best and happiest. I am not worried about losing my job, because except for my daughter Kayla, no-one wants or could do all of them. By doing the things that most people hate, they continually support my efforts in every way possible to keep our company, profitable growing and moving forward.

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## GAINING KNOWLEDGE

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Successful salesmen are a group of egotists who have compensated for being shy as children who had to break that shyness by sheer ferocity. That drive to become outgoing from an inward personality forces them and me to be aggressive, pushy, stubborn and in some cases difficult to be around. By definition this type of person generally makes a lousy, impatient teacher. On the other hand, no one except those who have made that breakthrough can be a salesman. So a paradox is born. If you have the inner drive to succeed, you have trouble passing on the ability to others. In my case, my father loved to sell, it was the light of his life and he wanted to teach me everything. Unlike his father, who was introverted and did not want to show him anything. The only problem was, the way my father delivered the information to me could often be construed as an attack.

For instance, when he described how to handle a sales situation, the correct path was the one he chose or one of his fellow contemporaries. Whenever I tried things a different way, he felt I was wasting my time and did not hesitate to let me know. The more successful I got, the more I tried different techniques and the more money I made until I became more successful than my Dad. As I have said if you pass your mentor, you need to stop listening to their counsel and either go off on your own or find new advisors. My Dad's path worked for him, mine worked for me, and as Kayla keeps selling she will learn find her own way. But I had to learn my Dad's method first, so I had a base to soar from as Kayla will learn mine. I realized this early with my Dad and, thus, accepted whatever he taught me in any manner he chose to deliver it. As time went on, the more successful I became, the less I was willing to tolerate the way he imparted his advice. Eventually we stopped talking about sales specifically and business in general and he retired.

Remember the following: If you are new and you are fortunate enough to have a mentor, then force yourself to accept their advice. Be open to their knowledge and expertise for as long as they are willing to give it to you. It is valuable for a multitude of reasons, but this resource will eventually dry up and then you must let them go. Try not to fight them when they are giving you the information, because they are usually doing it to help, unless they will benefit directly by your not being successful. If so, you had better realize this early before they can do too much damage to you and your career. Remember that no two salesmen are the same and eventually you will have to spread your wings and begin to shift from their given method to your own way. Some of your ideas will work, many will not, but as long as you keep the basic rules of business in mind, you should be okay. Always remember you want to make a good living in as moral and happy a way as possible. The level of that living is up to you. Do not let anything divert you from your goal of success. Don't lose your focus.

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## FIVE ALARM CLOCKS- TO BE SURE

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It never ceases to amaze me that when a power outage happens at night, people are often late the next morning for work. I asked them if they have a battery powered clock, and they say no because it happens so infrequently that it isn't necessary. It is a symptom of an under-prepared mind. You must be able to think ahead, so you can avoid those major pitfalls that will cost you big. Being late for work because of a power failure is a defect in your discipline structure, just like being late because you did not hear the traffic report early in the morning. Leaving early before the traffic starts is smart. Think about your general schedule and how you can avoid large gaps of time loss. Check your boss's schedule. If you get in a little before he does, or leave a little later, it will be noticed. You have a much better chance to get along with somebody if you share something in common. Getting in early is one, or exercising together is another. Positive schedule changes can make a world of difference in your life and the people around you.

At home I now use 5 battery driven alarm clocks. I trust very few things in life, especially when it comes to being on time. Since I usually don't get enough sleep, often one alarm is not enough. I also have a nightly ritual of what needs to be checked before I can go to sleep. Decades ago, I took a test to see if I had Obsessive Compulsive Disorder, and I had every attribute. I am also Germ Phobic and have Attention Deficit Disorder. While these maladies can be horribly disruptive, they can also be used to help create a rigid life structure so that things are kept in extreme order and efficiency. When you have no choice but to do things correctly, however you define that, then your chance of success skyrockets. If you determine a way to be successful, then that path becomes set in stone until either success or failure occurs. In other words, if the day-to-day normal "stuff" is taken care of, through your pre-determined various rituals, then you have time to focus on what is important. You won't worry about trivial things, like what shirt to wear that day. You can center on the things that will change your life for the better for your family, your job, your mind, body and soul. The time you have in earth is limited, therefore you need to focus on the important things that can make a positive difference. Here is my schedule and my philosophy from 20 years ago.

Trying to get ready for sleep means that I have to have my drink of water next to my bed, in the same place, so I don't knock it over. The glass is next to my clothes that I put on when I get up at 3:30 AM to take out the dog. Before I go to sleep, I check on our kids and am in bed ready to go to sleep by 10:20 PM. The schedule does not vary. My beautiful wife usually goes down stairs to watch TV and comes up later. I almost never hear her and rarely have trouble getting to sleep. I don't remember many of my dreams and contrary to popular belief, I did not like waking up early. I need both alarms to force myself to get up, especially as the week progresses towards Friday. On the weekends, I have



no trouble sleeping until 8:00 in the morning, which is another reason why jet lag rarely bothers me.

I find that the more I am on an automatic schedule, the more efficient I am, and the less I have to think about doing the daily things that are necessary. I take the dog out at 3:35 AM and while she is eating her two dog biscuits, I do my back exercises and watch a few minutes of TV. I try to keep to comedies, so they will not adversely affect my mood, as action adventure and violence can do. I like to be around optimistic, upbeat stimuli and because of this I almost never watch the news. I do read newspapers and listen to public radio. I eat three bagels every morning for breakfast (no cream cheese or butter), a sandwich and an extra roll usually for lunch, and dinner is decided by my wife. We have a gym in our office, and I have a trainer on Monday mornings and Thursday afternoons. I play tennis on Fridays, mountain bike usually on Tuesdays and Wednesdays, and usually run my dog, bike or play tennis on the weekends. I try to do something physical every day. I do not drink, I rarely take any type of medication, I eat no red meat or shellfish, and try to eat as healthy as possible. I am rarely out late, and I am often referred to as boring regarding free time. When inviting people over to our house, I always tell them when to come and then I tell them when to leave. I find guests are much calmer when they know when to leave beforehand. On the other hand, I work hard at something I love to do, I am madly in love with my wife, have a wonderful family and do almost everything that I want. I have dreams for the future both on a material and philanthropic order, and I try to laugh as much as possible. I am not where I ultimately want to be in any area, and if I ever arrive at the goals I have made, I hope I have new dreams to take their place. I am an optimist who not only believes that the glass is half full, but also has just been washed and there is a plate of cookies nearby. I try to remember at all times that my moods directly affect those around me. I have the responsibility to try to keep on as high a moral, spiritual, ethical, intellectual, positive and fun plane as possible. Finally, I have the responsibility to God and all others to keep learning and growing, so I can help spread the philosophy that being as good as possible in all areas of life is the best road to take.

Here is my schedule and philosophy today:

I am now in bed by 10:00pm and have 5 battery driven alarm clocks next to my bed. I have both music and Jean Shepherd tapes (radio programs from the 1960's and 70's) ready to go. Since I am a very light sleeper, I need the music or talking to cover up any other sounds. I get up at 4:15am on the weekdays and usually sleep until 7:00am on the weekends. I travel a lot more than I used to and recuperation takes longer. We no longer have a dog. I am usually on email by 4:30am each weekday and finish by 9:00pm every weekday. On the weekends my time on email usually falls between 7:00am to 9:00pm. Since I wrecked my back playing tennis, I now do back exercises and stretching every weekday for an hour, then either ride my bike outside or do a combination treadmill, bike and more exercises in our basement. My workouts, when not traveling, average 2 1/4 hours every day. I usually don't have trouble sleep-

ing, but I still don't get enough. Unless there is a serious reason, I eat very little Gluten, shellfish, pork, red meat and dairy products. Except for my back problems, which are my own stupid faults, I am in very good condition and my energy levels are still high. Although approaching 62 years old I have noticed some decrease. I still love to watch comedies, am extremely optimistic about life in general, feel incredibly blessed to have my family, and I still love my job. My wonderful wife and I have been married for 31 years and our daughter Kayla has joined the family business. There have been some tough times, but I prefer to dwell on the good versus the bad and overall I am an extremely fortunate man. I know it and am continually thankful for it. Various Ideal Jacobs companies have done well, we now have over 240 employees worldwide, and creating jobs has become one of my priorities. To be able to help someone realize their potential in a positive working environment is a wonderful part of my job, and I hope to continue it for a long time. As for religion, as time has gone on, I am a much bigger believer in God and much less so of religious doctrine. I believe in reincarnation, Karma and doing good things because besides helping others it makes me feel better. I still love to learn and go into new areas, another part of my job and also to continually embrace a love of change because that is the only way to continually renew my life and move forward.

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# DREAMS FOR THE FUTURE

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One of most frequent questions I ask people is if they have dreams, and if so what are they? I am amazed that many people have none or if they do, have no pathways to attain them.

In my case, I have spent a lot of time thinking about where I want to go and the person I would like to evolve into. Here are some, they are in no specific order, from 25 years ago:

- 1) To make one million dollars a year
- 2) To pay off the mortgage on my house, my children's education, the Bar and Bat Mitzvahs, my daughter's future wedding, a new kitchen and bathroom for our house
- 3) To buy a summer house after the mortgage on our first house is completed
- 4) To be Governor of New Jersey
- 5) To have one of my books make the best sellers list
- 6) To be a guest on the Jay Leno Show
- 7) To have a part in a movie
- 8) To direct and produce a movie
- 9) To find a solution to a problem that will help a great deal of people
- 10) To find a way to share my optimism with the world and help them see the potential that I see

It is always good to sprinkle a few almost impossible dreams into the list, because it keeps your mind in the "what if" category where is where some of the best ideas come from. Now as I look back, some of them I have done, some will never happen, like being Governor of New Jersey, and others have changed which is all good because standing still over time is not healthy or productive. When I stop wanting to achieve, when I stop dreaming, a part of me will die. If we do not keep moving forward, then how can we judge if we are growing in the directions we want? To reach your dream, it means you will have to grow, to grow means to change. Trying new things can be a frightening, difficult procedure that has to come from within yourself. Only you can make it happen from the inside. The best dreams are those that are definable which means they can be accomplished.

If you have no goals, start with something easy, in the material sense. Set your sight on a new car, apartment or boat. What thought makes your stomach go a little nuts with butterflies? That is your first goal. Write down what you need to do to achieve it. Yes, you have to physically write it down because the physical act will make it real. Do you have to make more money, or spend more time learning something or get along with a new group of people? Make it as specific as possible, put in amounts, time periods and what is considered a success you need to make your dream real and achievable.

You now have a purpose to complete something and the fun begins. Analyze your strengths and weakness, again write them down. Decide what, if anything, needs to be changed within you in order to achieve your goal. For

example, let's say you always wanted to learn to fly a plane. First, you need to have the money for lessons and flight time. Can you afford it? If not, how will you earn the money? After that, you have to find an airport and get a coach. You have to study and be meticulous in your care because your life and others will be at stake. You need to learn a new terminology. In case you crash, you might want to learn first-aid and survival techniques if you are flying through remote areas. You might need to know another language if you plan to fly to other countries. There is so much to be learned when attaining a dream that getting there can be a large part of the fun. The more and better you prepare, the easier and faster it will come and the greater its significance.

Do not be afraid to put your ego and yourself on the line. Be ready to make a fool of yourself, show that you are not perfect, be ready to be taught and open to new experiences. This will endear you to most people. No one wants to be around anyone they think is perfect who never makes mistakes. It is okay to be human. This journey will become an amazing adventure, a joyous, grueling, heart wrenching, educational trip into yourself and will help propel you past your first dream into others. The voyage of learning and achieving will take on its own significance and continue to push you to expand, grow and be a great influence for others.

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# SPORTS

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I generally do not like sports analogies, but I can't resist on this one. A decade ago, my tennis coach set me up with a friendly match with one of his other players. His name was Fred and we spoke on the phone and decided to play outdoors on the clay courts that next Sunday morning. It had been very hot, in the high 80's, but it was early and we had plenty of water. I thought it would be okay and I would be able to last through the match and give him a good game. He was supposed to be better than I was, and the instruction from my coach was to have a good time and see how things turned out. As soon as I saw Fred, I got worried. He was my age and overweight, but he looked incredibly solid and could keep going for hours. My game plan, since it was hot and muggy and playing on a slow surface, was to try and run him so he would tire out. I had very little hope of winning, but I wanted a respectable showing. I had been working out a lot and I hoped my endurance might take the difference.

I don't think about winning in most sports situations. I generally save all of my aggression and competitiveness for business, and that is the only place where I really care whether I win or not. In fact, I am down right fanatical about succeeding in business. I am willing to go to almost any level in terms of energy output and thought to continue moving ahead. This guy looked very intimidating, did not smile much, did not laugh at my attempts at humor, and I got the strong feeling he was going to try and crush me into the ground. It had rained the night before so that the clay courts were wet and therefore unplayable, so we decided to move indoors onto a hard surface. This was to become very important, since I had a game that was much better suited to indoors than outside. I had a very fast serve, was in very good physical condition and loved to make my opponents run. Therefore, the inside quick surface enables me to force my opponents to move around more rapidly than they would like.

We started to play and I realized I would have to get ahead early and stay that way if I was going to have any chance. In the first twenty minutes I had won the initial 3 games. As luck would have it, I was playing well that day and could do almost anything I wanted on the court. I won the first set 6-0. Fred was getting a little upset. We had already been playing hard for over an hour which is my usual time to quit. But I could see I wasn't going anywhere, and I figured I had already had won one set so my day was made. Winning the match had still not fully entered my mind. As the next set continued, I fell behind five games to four, but was finally able to catch up to six games apiece. I was so tired by this time that I wanted to stop, but I suddenly got the idea that I could win the match. In one of the few times of my sporting life, I had the chance to win. I wanted it, badly. With feelings that are usually reserved for business, we went into a tiebreaker, which I won five points to one.

After the match, the feeling of triumph was wonderful. When I got home my wife looked at me and realized by the smile on my face and how tired I looked that I must have won. It was the same feeling I get from business

when going after new accounts that sometimes took years to win. It was that adrenaline rush that continues still today when the first order is awarded, is then delivered, and the customer is pleased and places more business. It is the same aura of happiness when getting referrals from current customers, which can mean more profitable business and moving into new product areas. It is also like the feeling of being on the edge of technology, and going where no one had gone before.

I will never go fully into sports because it will dilute my overall energy that I reserve for business. The overall triumph and emotional highs that I get there can never be compared to anything in the sporting world. I also don't make any money there. Focus is everything, and for people who give it their all on the weekend during their golf game instead of at the office seems like a tragic misuse of their natural resources. Your energy is a finite resource and in my opinion if people are using it for sports they are not on the real playing field. They are missing the best and most fun avenues of life that will not only result in personal affirmation, but elevate their minds, their bank accounts and the common good for all.

Now 20 years later, due to extreme back problems, I no longer play tennis or do any competitive sports. It is easier and calmer to workout by myself. I am no longer dependent on another person to show up and have to worry about their feelings. It gives me time to think and sometimes enter a Zen-like state where I can problem-solve and sometimes just be at peace.

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## WHEN TO SAVE MONEY

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When I first went into the family printing business full-time in 1977, I was making \$130.00/week. Once I went into sales, I realized something very important. I was alone, single and had no one else depending on me. I knew the next few years were going to be very difficult and challenging. Learning a new business, its language and being able to get along with everybody especially my boss/father. I decided that I had better make my life as pleasant as possible. I spent everything that I made to make my life fun to help face the stresses of my new business life. I did not go into debt, which would have created more mental grief. I just did not save anything. As the years have passed through various stages of my life there have been times when I have saved a lot and others segments less. Life is not an even flow. There will always be circumstances that will help dictate what is needed. Flexibility is the key. Your momentum should always be towards saving whenever possible, but that does not have to be every day. Short-term changes in life can be fun and stimulating, but your focus should be on consistent behavior that will lead towards a happy, secure life. It is from this base of financial, business and family-based security that you will have the inner fortitude to take increasingly bigger risks in business areas. This help to build your fortune.



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## RAGE

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Rage is an exceptionally strong emotion that physically affects your overall being and gets your adrenaline flooding throughout your body. That chemical change can move your mind to think in ways not done before. When this happens try and use that incredible flood of energy for something good, as opposed to doing something stupid that will hurt you later. Whatever is causing this situation, it is most probably better not risking your health, career or jail by being violent. Instead, try dealing with it in a positive way. I know that in the moment you want immediate satisfaction, you have been hurt (or worse betrayed) and you want revenge. I know it is killing you. However, try and step back and see your current position in the totality of your life. If someone has screwed you, then try to never talk to them again if that is possible. If not, because they are a relative, boss or employee, do something in another area to use the rage/energy to an advantage. Try not to seek revenge because in the long run, the energy and potential fallout from your actions will not be worth the momentary satisfaction. Therefore, don't do it, you can never win when rage is involved and it will end up hurting you much more than your tormenter. The person who provoked that emotion in you probably has the same effect on themselves and in all likelihood is a miserable, unhappy person who enjoys creating hardship in your life. Trust me, I have been there. The best you can do is isolate your tormentor, reduce the contact and over time their power will diminish and yours will rise. It may take years. Therefore, be patient. They will never change, and the less time with them the better.

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## SALES (CONTINUED)

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Back to actual sales. You have done your preliminary work well and are inside a potential customer's office. Congratulations, you have made it past the reception area and are now "in the game." Good job. Most potential salesmen never get there. First thing is to be prepared before you walked in. If this is a cold call, you should have checked with the guard/reception as to what the company sells, if they are family-owned and how big they are. Have some general thoughts in mind as to how you can help them, remember their needs come before yours. Be prepared to talk about your company regarding prices, delivery, quality and environmental betterment. Also be ready to answer objections or concerns with dealing with your company like:

Objection: Your company is too big:

Answer- I am your interface with my company. You will talk to me, and I will personally see that all of your orders are processed correctly and efficiently. (That also means that your personal guarantee is on the line.)

Objection: Your company is too small:

Answer- We are small, but that means that your business will mean more to us than a bigger company. I guarantee that from the president on down, we will handle all of your inquiries and orders in a conscientious manner. I guarantee that I will dedicate as much of my personal time as needed.

Objection: Your company has the wrong equipment:

Answer- While much of your product line may be manufactured with certain types of equipment, we have found through technological innovation that we can modify our capabilities, get the quality needed and do it faster and cheaper than what you are currently receiving.

Objection: Your company is not ISO-9001 certified (an international quality control system) or some other certification that is company-specific to them.

Answer- Get certified if you want to do business. There is no defense to this.

Objection: You do not have enough personal experience.

Answer- As a new salesman, my manager and the President of our company have invested a lot of time and money in me. They are highly interested in making sure I succeed to the extent that I have the maximum backup necessary for my clients. You not only get me, but also you get them. Their brains and experience and my hustle are an unbeatable combination. Besides I am learning very quickly and gaining a lot of "on the job" experience. (Make sure they have your email and mobile phone information so they can always get in contact in case of trouble)

Objection: All of our product is bought from our home office-not located here:

Answer-We can talk about the home office later, but what happens when you have an emergency here? Those are the times when you really need a great vendor who can come in during crunch situations. Here are some examples of how we have helped our customers in the past....

Objection: All of our business is on contract:

Answer-Most contract vendors are set-up for long runs and less expensive per-

unit cost. Occasionally a crisis comes up when something is needed to keep the assembly line moving or a new product launched. That is one of our special areas, here are a few examples....

Objection: All of my vendors take care of me during Christmas Time and often give me things during the year.

Answer-Sorry we don't do that. Business has changed a lot over the past forty years. There are almost no business lunches and gift giving is no longer a condoned activity. If a potential buyer asks for a kickback or anything like that, close the conversation, walk out and never go back. I don't care how much business they say they have, just leave. They are bad.

(Check with your manager or owner before doing this, perhaps your particular industry is different, but I doubt it.)

There can always be a lot of excuses not to deal with you. You must be ready to knock out as many of these roadblocks as possible. It is okay to have the good parts of your company written down for easy referral, or you can use your own literature. After a while, you will have it memorized and it will become second nature.

As you walk into the office, the first thing to do is look around. Check the walls and his desk. Is the buyer's desk neat, are there any awards or pictures on the walls? Does he have awards? Are there magazines or books that will give clues as to where his interests lie? Have your senses attuned to any stimuli in the room that will give you a better feel as to what the buyer is like or areas he would be interested in. Once you sit down, forget about everything else, I mean everything else, and focus 100% on the person in front of you. Watch and listen, do not concentrate on what you want to say, listen to him. Have a pen and paper or something ready to take notes.

If they ask you about yourself, be ready with the following: A brief one-page description of your company and yourself that you can leave with the customer. You can hand it to them, so they can have it in writing. Some additional things you should have with you include samples of the type of work you do. A list of testimonials from people who have applauded your work and/or the work of your company.

Be ready for the obvious questions **TO ANSWER VERBALLY**- practice them out loud and even better in front of a mirror or record yourself so you can critique your delivery.

1. What does your company do?
2. What do you do best?
3. How long have you been in the business?
4. What is your background?
5. Why are you in the business?
6. Do you like it?
7. Do you love it?
8. Do you plan to stay in it?
9. How do I know you will do what you promise?
10. Prove it.

### 11. Give me a guarantee

(whatever we sell you is 100% guaranteed. If you can't use it, then you don't pay for it until it functions as you require.)

When the buyer has heard and asked everything, and it should only take ten minutes or so, ask him:

1. Is there anything right now I can work on?
2. Is there any area giving you a problem that I can help with?
3. We have been researching your industry and your company and have the following suggestions that we feel might help your company regarding \_\_\_\_\_. Can we speak with the head of \_\_\_\_\_ departments in order to see if they can be of use?
4. Be careful. Being too aggressive will get you thrown out. Watch for cues from the buyer that they are getting uncomfortable or angry. Here is a partial list.

When the buyer:

- A. Reduces eye contact
- B. Starts Staring
- C. Stops smiling
- D. Gives one word answers to your questions or no replies at all
- E. Starts cutting you off
- F. Get up to force you out of the office
- G. Fidgets with things on their desk to deflect your intensity
- H. Takes phone calls
- I. Answers emails
- J. Gets nasty

Anything like this and you are in imminent danger of crossing the line to becoming a non-person and with it any chance to ever do business. Stop whatever you are doing that is causing these reactions and try something else to calm things down.

5. If things go well in the meeting. Can I call or email you in 4 weeks to follow-up if there is nothing to work on right now?

6. The next day make sure to E-mail or write a note thanking them for the meeting and mentioning some other items you hadn't mentioned in the meeting and ask them if they would like more information. Don't expect a reply. You are doing a "dance", sending opportunities to start a relationship. They will generally not be overly receptive, unless you have something they need or they are a "time waster" in which case never go back.

Have a calendar set up so that 4 weeks from the day of the call you contact the customer. Remind them who you are, they may not remember you, but they may remember the suggestions you had given. Ask if you could pursue anything they had. If there is nothing, ask if you can follow-up in another four weeks. Usually they will say yes, and this can continue for years until they may eventually decided to try you out. Remember, if you promise anything, make sure you keep your word.

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## WHAT IS A BUYER?

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A buyer is usually someone who, depending on their experience, is utilized by their company to purchase products or services for existing and future product lines. They also check prices to see if items can be bought less expensively and check for new breakthroughs in technological expertise in their areas. Primarily, they make sure their company's assembly and product lines do not stop for want of the materials they buy. Buyers, as is everyone else in corporate America, are primarily interested in keeping their jobs, making themselves look good, making their bosses look good, and doing a good job for the company. As a salesman, you can help or hurt them. For those who can be innovative, save them money, never let them run short of product and in general make them look great, the buyers will normally reward them with business and referrals. They are also looking for an information pipeline within their own company, if it is big enough, as to what is going on and expect you to help them in whatever area possible to keep their job and look for a better one. Buyers are not interested in someone who is:

1. An incredible dresser-just don't look shoddy and be clean
2. An incredible conversationalist-just keep your promises
3. A nice guy-personality is almost irrelevant to business-do not try and substitute niceness for knowing what is going on and keeping to your promises
4. A potential friend

In other words, you could be an ugly, fat, crude, a lousy talker who is obnoxious and a pain in the neck. But if your company supplies a top grade product, on time and is constantly working on saving money, you will get the business. If by some chance that two suppliers have exactly the same capabilities, then maybe personality will make a difference. Otherwise, do no flatter yourself. Buyers need results, period.

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## MORE SELLING

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Let's assume you have been following up with a buyer for the past 6 months (it often takes years), and one day he tells you that he needs a price and will send you the information. As soon as you receive it, let the customer know it arrived and respond with one of the following.

A. We can definitely do this job within the time periods necessary and here is the price (most customers love fast quotes, it make their jobs much easier and sometimes they will use the first price to come in so they can move onto something else) . You can also try for an immediate close here by asking if you can go ahead and do you have a purchase order?

By asking for a purchase order you are trying to close. Closing means that you ask for an order and if the buyer says okay, then they are trusting your company to do the job for the price you quoted and in the time period allowed. He will generally give you a purchase order or a purchase order number to go ahead. In many cases that is all you need to get started. If this is a new customer, credit terms need to be worked out therefore go your boss.

Asking for the order or closing is the one of the hardest parts of selling because here is the greatest chance for rejection. As a salesman, you have found the potential target who wants your product or service. You still have to ask to go ahead, and many people can't do it. They are petrified that the answer will be no and all of their work, up to that point, will be down the drain. By being afraid of this final rejection, many salesmen go no further and eventually leave their jobs.

In order to ask for the order, you must be willing to lose it. If you never ask, you can't lose it. In my case, we are in a market where there is no formal pricing structure, so that I often never know if our pricing is one-third below or three times other prices the customer has gotten. In this business, going for the close quickly is extremely important, and we get a lot of orders because we give quotes often immediately and try to "close" at that moment. Quick pricing and quick closing is often the most efficient use of time for the buyer. Make no mistake however, asking for the order is as tough as meeting the customer for the first time. If you find yourself having trouble, seek out the advice of a mentor to help push through the problem before it becomes chronic. There will always be another sales situation, but you will always be stuck in this position until you can move forward.

B. I feel confident we can do this, but I need to go over it with our people and I will call you back at \_\_\_\_\_time with the information.

Try not to make it more than two hours unless it is extremely complicated. If so, mention to the customer that it is complex and will take more time, but you will call back by\_\_\_\_\_.

C. This is out of our general area, but I would like to spend a little time to

research it to see what we can come up with. Perhaps we can find an alternative that would work just as well.

Spend the next few days trying to find any alternative that will help, whether you can supply it or not, and then call the customer with the information. He will be impressed by your research and will hopefully keep you in mind when the next item comes around.

D. We cannot do this, but thank you very much for the opportunity, anyway. If you do this, make sure you do it quickly.

If you get a Purchase Order, leave the buyers office, get off the telephone or email as quickly as possible, start shouting with joy, then make sure the job is completed faster than you promised. Call the customer with periodic updates and look for more business. There is no better time to get new pieces of business than while you are working on a current order. If you are late or the job is wrong on the first order, then you can normally kiss the account goodbye.

About 35 years ago, I had been trying to sell to one of the largest oil companies in the world. After a few months, a job came in the mail on a Friday afternoon that was due to be delivered that Monday. I tried to call the customer to see if the delivery date was real, but he was gone for the weekend. I took the chance and ran the job on overtime and delivered it to him on the next Monday. I called him that day, and he was pleased that I had followed the requirements of the purchase order. He said it was a test and if we had not delivered we were out. As it was, we passed and subsequently did a lot of business over the ensuing years. It was a good lesson for me. If there was ever any question about what was needed in the future, we always move as quickly as possible and worried about overtime charges later. You can always discuss a bill, but you cannot fix a late delivery.

You want your customers to think of you when something unusual comes up because something different can often lead to a niche market. New product lines are often very profitable and lead to other new areas. Again, make sure you do not wait too long to get back to him about the initial inquiry. If you don't get the order and the buyer tells you that your price is too high or your delivery too long, you can try and modify your initial quote. However, once a buyer knows he can force you to retreat on price and delivery, you have setup a pattern for the future and he will try it again. If you tell the customer you can't do something, the odds of him calling back are slim. But never lie to him and make him wait and then say you can't do it. If you can't do it, then try to find some angle you can help with. Remember to treat people the way that you want to be treated.

You are now positioned to get more individual orders and pieces of business. If you did not hear from the customer again within the next three weeks after you deliver the first order, then send a note with some other product sample or idea that might be of interest. Keep hitting them with new things, so they remember your name and call you when new things come up.



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## ENERGY SAP

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There is nothing that will sap your energy faster than problems at home. They become like a cloud hanging over your head and will only continue to get worse as time passes. We are not talking about the occasional spat, but long-term suffering such as sickness, marital/children related problems or something of that nature.

If you are involved with anything like this, you must either correct the situation or incorporate dealing with the problem into your daily regimen so they will be taken care of. Ignoring them will only make them worse.

As of this writing I have now been married 31 years to my wonderful wife. I like to say that I am 92 per cent trained as a husband. This means I know what to do most of the time, but there are still those situations where I know I have blown it and have no idea why. We have a saying in my office that if my wife is not happy, then no one is happy. If I am upset, no matter how hard I try to hide and handle the negative energy, it still passes to my teams. No matter how good you think you are at compartmentalizing your personal life from your business life, they still bleed into each other. Good times or problems from one can either reinforce in a positive way or poison everything. Interpersonal relationships are always messy over time, especially when they deal with people you love, relatives you don't get along with and people at work. Do your best to keep them all of your interactions as clean, positive and truthful as possible. Once you start lying or pretending about what is really happening or hoping that someone will change, you are on your way to decreased productivity, at best, and total disaster at worst. Always try and put yourself in the other person's shoes to see why they are acting the way they are. If you can figure that out, you can often define a pathway to reduce or eliminate the problems or at least isolate them so their toxicity towards you is decreased. If you can't then you will have to decide if you can live with the situation. If that answer is no then you may have some very hard decisions to make which will probably best be done sooner rather than later.

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## REFERRALS

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There is nothing better than getting a referral.

Whether it be for business or a blind date, as long as the person doing either is truthful with you. To know someone who already has a connection raises your chance of early success to the highest percentages possible.

How do you get referrals? It might sound too easy, but the answer is to ask. You can inquire with anybody from potential or current customers, to relatives and friends. You don't have to have a lot of prior history with these people just a positive initial first impression. That is one reason why it is so important to treat everybody in the same way all the time. You never know when someone will be in a position to help or hurt you, so treat them with respect and kindness. Besides, it is the right thing to do.

Always have your senses attuned to all of your surroundings so that you can pick up the vibrations when someone is treating you differently or when circumstances have changed. In many cases, especially with those just staring out, people will go out of their way to help because it gives them a good feeling to do so. Let them help you! It is a good feeling for them and a potentially very profitable one for you in all areas of life.

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# HOW TO ANSWER THE TELEPHONE

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I do not want to insult your intelligence, but I will risk it anyway. The majority of people cannot answer the telephone properly. By this I mean they do not greet correctly, get the needed information or convey that message accurately and quickly. You may think that you are not part of that group, but if you have not been specifically trained, you are probably wrong. For instance, have you ever taken a message and did not get the spelling of their last name? How about the spelling of their first name, company, or got the correct telephone number? Did you ask what the call was in reference to and when was the best time to call them back? Did you make it sound like you were doing the customer a favor by answering the phone, or were you polite and sounded interested?

Whoever answers the phone is the first line of offense for the company sales. Treat the answerer as a valuable employee who can make your job a lot easier, who can help explode accounts and build your business. Think about it yourself. A new customer often calls you in extreme stress. Their current suppliers have fallen down, and he is desperately looking for help to a problem. Who is he going to remember well and call back? Our company, where he can reach an immediate, empathetic, real person who is anxious to help? Or someone else who couldn't care less?

Monitor the people who answer your telephone. Did they make sure to give you your messages on time, did they follow-up later to make sure you did as requested? Whoever answers your phone controls your information inflow and is critical to your success. Make sure to treat them with the respect they deserve. Don't take them for granted, but at the same time make sure they are doing their jobs by getting the information needed. You have to be able to respond quickly and efficiently. This is a very tough job, which is why so many people are lousy at it.

Below is a flow chart showing the correct way to handle a business or any other type of telephone call.

Good morning this is \_\_\_\_\_ corporation.

(They will ask for somebody.)

If that person is there, ask for the caller's full name and their company.

If they will not give one or the other, be very careful about putting them through, or at the very least tell your associate that you could not get certain information.

Remember no one thinks that their name is funny. If you did not get the person's name correctly, ask them to say it again because you want to get it right. Rarely will some object for your trying to do this correctly.

However, people will be infuriated if you get their name wrong or worse laugh about your mistake.

After you get their name and company, if the person they want is not there,

ask if they can return the call? If they say no and there is no message, then tell the caller anyway that this person called and left no message. If they do want to leave a message, ask the following:

What is your full name please and spell it?

What company are you from?

What is your telephone number and extension?

When is a good time to call you back?

Can you tell me what this is in reference to?

Let me repeat this information quickly.

Thank you for calling.

If appropriate, when you give this message to the person, ask them if there is anything they want you to do regarding this call. You should follow-up to make sure they took action as needed. Also, check in advance if the people in your company want them to give out their mobile numbers. If so, make sure you offer them.

If you were working months on breaking open a new account and the phone call finally came in for a first estimate, you would want the telephone call answered correctly. Do the same for your teammates, and you will become invaluable. They should do the same for you. If they don't, then stop helping them and focus on yourself because that is the environment the owners have allowed to evolve. You can not change that on your own.

Being polite and interested is huge and over time can make the difference between being successful and barely making a living. Being polite transcends all aspects of business and life. My father was right when he told me that it is a simple way to get along with all people. A smile will sometimes help take away the roadblocks.

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## STRIFE AND SELLING

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When you start selling to a customer, you are getting more than just business. You are now in a business relationship with the buyer and the people around him. When he is in trouble, so are you. When he is having a good day, then you can share it. When he needs help, you can be there to make a difference.

Be ready to listen. Often that will be all it takes. You don't need to interject your own personality or feelings. Many times all you have to do is hear what he has to say, even if it is just complaining. Often your comments are irrelevant and are best kept to yourself. A listening ear is all that is needed or wanted. Remember to never bring up what they complain about again, wait for them to do it.

They can talk to you this way, but it very often does not go the other way around. Keep your problems to yourself. If you are having a bad day, you can mention it but do not harp on it. It is irrelevant, you are serving them, working to help them have the best life possible. The better life they have because you are doing a good job, the higher chance you have of getting more business. Protect and defend your buyers, and they will support you in return, most of the time.

Buyers do not have to be considerate, consistent or nice. Those actions have very little to do with your working with them. Your job is again to keep them happy, make them look good. In turn, they will maximize your business. Your feelings are irrelevant, remember it. However, if the customer crosses the line and they become abusive, unprofitable or so unreasonable they are affecting your sleep, then it is time to make the final decision. If they are too much of a pain or take too much time and not worth their business, then walk away. Do it gently. Do not burn the bridge. Life is a long road and the person you cannot deal with today might be okay in five or ten years. Therefore, if at all possible do not end it badly. Just say you can't do business anymore, and try and get out as gracefully as possible. They will not want to let you go.

Being a salesman gives you the potential to make large amounts of money, have financial security. But also gives the responsibility to help others, especially as your success grows. With more power, money and influence also comes the responsibility to help make the world around you as good a place as possible. We all have a responsibility to help each other and the world as a whole.

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# OPPORTUNITY IN STRANGE APPLICATIONS

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Let's say there is a strike of all of the major carriers of freight in the nation. Most business is frozen, and your customers are frantically trying to get deliveries.

What do you do?

1. You can say you can't do anything because there is a strike.
2. You find a way to deliver even if it means you or your people getting on airlines and delivering the goods in person, using bus lines or hiring your own trucks. If your customers can keep their customers supplied when their competitors can't, then you can satisfy them and they can do the same when no one else can. You have added a value that has pulled you out of the common class, even if it costs you and them more money. You have or will become the chosen vendor. This puts you in the primary position to get new and more pieces of business. Soon other potential customers hear about your ability to deliver (mostly because you called them.) When they call or contact you for the first time, they get an interested, happy, supportive voice and they in turn trust you with a first order. Suddenly, you are very busy and your company is running at 100% capacity and you have the following options:

a) Don't take on new customers.

For the future, this is risky because it assumes you can expand with the customers you have and will not lose any.

b) Your company becomes overloaded, your service and quality go down and you start to behave like the other companies who were their old suppliers. Again, the customers will take care of your over capacity problem by going elsewhere.

c) Keep up your level of service by increasing the hours of all of your people for a while to see if the increase continues. This will work for a few months, until you see if the additional business seems permanent. Then you can start to expand, slowly and keep monitoring all areas to make sure your quality and service levels stay up and that the new and old customers are happy. Overtime, plus adding the new people should take care of the new business. If not, a few months later add more employees and keep up the overtime until eventually the sales will level off and hopefully you will find you have not over-expanded when the overtime is stopped. If you find you have too many people, then you will need to pare down to meet your new levels with the best members, where possible due to labor law restrictions, of your newly expanded team. It is a never-ending battle to keep your overhead at the right levels without being too thin and losing the chance for more business.

The philosophy of your company will dictate how you can best sell your

company's products. If they are bad planners and constantly expanding and contracting, that will effect your ability to promise and deliver products on time. If they do not want to expand or modernize their equipment, that will mean a cap on their production capabilities and they may not be able to service or want your new customers. They may not strive for superior quality or care about the environment. All these events will affect your sales and hence your commissions. Learn your company, its strengths and weakness, so you can best sell them. Don't advertise your company as having certain attributes it doesn't possess. Your customers will be disappointed all the time, and you will look incompetent for promising the impossible. The customers will find out quickly what you can really provide and then drop you like a hot potato. Truth in selling is everything. One-shot sales mean nothing. You want repeat business, and the only way to get it is by being truthful about what you and your company can really do.

The company has got to be training people or be able to get people already trained who can fit into the infrastructure without a lot of ramp-up time. It is a truly difficult feat to continually pull off well. Owners of companies are legitimately paranoid about increasing overhead in equipment, personnel and space. Their money and livelihood are on the line with every alteration. The owner knows that if he mistimed or misreads the market, he could be overextended and unable to continue if the market shifts. The salesman will be counted on for accurate projections as to sales for the future. When the chips are down, then management will be looking at you to produce the needed sales to fuel the expansion. Never duck the commitment if you make it. The company rests in the hand of the people who sell. You affect the lives of everyone, and they are all relying on you.

When my Uncle in the food business was just starting out, he would buy 100 dozen eggs a week wholesale to sell retail. One week there was a mistake in his order and instead of 100 dozen, he got 1,000. Instead of going nuts, he and his men went out and sold them all, thereby jumping their volume level virtually overnight and they went on from there. Circumstances caught them off guard, but they were able to capitalize on the problem and turn it into a positive. The potential is always there if you can see it and capitalize on it.

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## EXERCISE

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Selling is a lot of continuous hard work. You are dealing with different groups of people all the time and you have to tailor your actions to each. You have your current customers with whom you have to check with on a continuing basis to make sure they are contented. You need to continually work on getting new business and check that any problems everywhere are taken care of. You also need to talk with people. Treat them as human beings and in a way you wish to be treated. The last part is the hardest and where most people fail.

Life is not all business. I love to hear about a client's daughter's college experiences or where they went fishing the past weekend. It is fun, and it keeps life in perspective. Learn to listen. Besides being the respectful and business-smart thing to do, seeing your customers as people and you the same to them will make things pleasant, especially over the long term. There will always be rough patches in any relationships, but if there is a true human bond established it would help you both through them.

Besides the continual business strife and stress, there are always occasional problems in other areas of life, so that I have found a continual need to get rid of nervous energy and stress. Some people drink, some do drugs, others eat. I however work-out a lot. It always seemed to me that exercising combined the best of everything. It relieved my stress, eliminated the toxins in my mind and body, helped me get stronger, cleared my head and helped to keep my weight down. Exercise is an individual thing, and you must find the time of the day when it is best for you. Between actual working and being on-call, I work more than 60 hours a week which includes time at home on nights and weekends. I also still see my family a lot, and I find that I still have a need to exercise at least 2 hours every day unless I am traveling.

With my schedule, you cannot complain to me you can't find a half hour a day to treat your mind and body with some compassion. I will go further. If you work out at least half an hour per day, you will look better, make more money and be a nicer person. It makes that much of a difference. I strongly suggest that you positively utilize the nervous energy within you, because how you handle it will determine your quality of life and longevity. Many salesman burnout because of extended and excessive use of bad stimulants. Plan for the future, and treat yourself well on an ongoing basis.

My quest when I was younger for finding a release in the winter led me to learn fencing and cross country skiing. They are wonderful sports that opened up new horizons and got me into worlds and people I never would have met otherwise. Being in sports is a wonderful thing because every new endeavor has its own diverse group of people that you can interact with on a new level. It is the truly universal language and it can create a bond that can last for all time. It also means your body stays in motion with the potential positive effects of mental, physical and spiritual relaxation. The overall renewal and growth is priceless. Who knows maybe you are really good at something and would never have known had you not tried something different. Don't worry about



looking silly, dumb or inept because you are not good at a specific sport. You are not supposed to be in the beginning. If you are really bothered by this, hire a trainer to launch you into a new area. They can also then help you to meet new people and potential workout partners. Sports will also help you to sleep at night and perform better all around with a more positive frame of mind. It is very important to keep doing it on a consistent schedule, and make it part of your daily rituals. Once you start exercising and the people around you notice the benefits, they will expect you to keep up with it and will even help to motivate you.

Remember, as a salesman almost no one wants your job. The thought of going after new business and customers fills them with fear and awe for you. If they are smart, they understand how important you are to the business and them keeping their jobs. Since you don't want their positions, they will want to help you.

They will see the benefits to your overall outlook on life and will encourage you to keep going. Your overall improvement will continue to build, and you can spread the word so that people around you will also become involved.

To attempt to have any degree of success in controlling your life and your destiny, you have to be able to structure yourself as to what works best. You will never achieve the next goal in whatever phase of life you are in if your mind, body and soul are not ready. Exercise is a great path to help get you there. During those times when business is slower, use it to sharpen your body with extra workouts and your mind with learning. Down time does not have to be non-productive. Have it work for you on a continuing basis. If all this sounds obsessive in its scope and depth, it is. But I need to keep reminding you that you are entering one of the most difficult professions imaginable with a huge amount of potential money and success at stake. You are going against people who have not only adopted this manner of thinking, but have successfully been doing it for years or decades. You have to take it away from them, and that includes me. So you had better be continually ready and improving, or you will stand little chance of success.

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## FOOD IS FUEL

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Do you love to think about and then eat a great meal? Do you dream about traveling to foreign cities so you can go to great restaurants sampling the cuisine and reveling in the caloric intake? Do you know what wine goes with what type of food?

Not me.

The reason I don't consider eating at an event is because when I was young I was a chubby child. As soon as I was able to associate eating with a bad self image, it was a small step to thinking of food as fuel. This is not to say I never eat anything sweet or that is not good for me. What it does mean is that my regimen of food is based on replenishing what is needed to keep my body at its maximum energy level and then be able to sleep soundly at night. I am extremely careful as to what I allow myself to eat which includes virtually no gluten, dairy, shellfish, red meat, pork or deep fried foods. Do I sound like a fanatic? My wife would agree with you. She calls me boring, but it works for me. By the way I eat a lot of very dark chocolate, and I do like desert. If your body is anything like mine, however, it will react badly to poison A.K.A processed sugar, lots of fat, salt and large quantities of food with various unnatural additives. Your body is a machine. Treat it right, and it will probably reward you by absorbing the stress and problems of your schedule and will supply you with the physical and mental energy needed to carry you through life. Abuse it and your body will also react and eventually rebel.

I was overweight as a child, and I will never forget the taunting from others. It was also the time I became a decent fighter. As an adult I am in very good shape, which is more than most people my age can say. I look with satisfaction at myself and thank those kids from my childhood for helping to focus my mind on what is really important, and that includes not being involved with any of them. As a human being and especially as a salesman, you have control of your mind, body and surroundings. You can dictate what you eat, drink, how little, how much and you have the power to modify your desires to be at your best. Life is a balance. If you lean too far in any direction, it will affect the other parts both good and bad.

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# THE POWER WE YEILD

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When I first started out in the family business and began to attempt to sell, I realized one thing very quickly. Most people who tried sales, failed. Those who made it became part of an exclusive club. I also learned that who can sell are almost always willing to help others who are trying to learn, because they know how hard it is. Overall sales is the toughest area in the business world. By even trying it, you have elevated yourself above almost all others. No business can survive for long without someone selling something. Without us, everything stops. So never denigrate what we do, because nothing happens unless one of us paves the way. If you are making a living as a salesman, then you are doing something incredibly difficult. If you are making a lot of money with a great deal of success, then you are one of the elite which means you can work anywhere in the world and sell virtually anything you choose. The ability to manipulate people, which is how I define the ability to sell, is a skill that wields great power. If you have it, please use it wisely. You can do great harm to those around you without even knowing it. To be able to sell means you can "read" people in a way they can't define themselves. You can often discover their weaknesses and strengths, what is in their best and worst interest incredibly quickly, and you can utilize that information to move them in the directions you choose. Try not to go for short-term gains, because you are looking for long-term positives relationships where everyone benefits. If you use your powers for that, then your life can follow a positive, successful path with great people around you. Take advantage of your abilities and you might get what you want in the near term, but as time passes you won't have the fantastic advantages of having people around you who will love, support and be honored to know you.

However, there is also a downside. My daughter Kayla has been with our company for more than two years learning how to sell in particular and business in general. Her frustration level continually reaches new highs, because she can see how the majority of people in all areas do not act in their own best interests. She keeps coming to me and asking why people do things that obviously are going to blow-up in their faces. The answer is that she has been blessed/cursed with the ability to see reality. She can view most situations, and this ability will increase over time, stripped of their emotions so the bare facts are presented from multiple sides. Most really good salesman have this ability, which means that they can analyze what is going on between people and ourselves and move forward for the best advantage to all. Others, however, are steeped in the emotion from various facets of their life that feed into, meld together and create masses of irrelevant data that create smoke screens for what should be done. Her frustration will continue until she has the power, which she will earn, to control the situations she is in to make things better. For now, however, she can only watch, grow and learn the boundaries of how far she can go.

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# GOALS

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I was a good tennis player up until three years ago, when I destroyed 3 discs in my back from hitting the ball too hard. I first learned to play during the summer of my eleventh year, when a neighbor and I went out on our middle-school tennis courts, which had a fence instead of a net. I really liked the game and kept playing until I physically could not do it anymore. But the consistency of my game, which came through extensive training, taught me that even with only a medium amount of talent I could accomplish a lot. However, setting impossible goals created nothing but frustration, anger and the inevitable stopping of whatever it was I was pursuing.

Never set unreal expectations. They will only frustrate you and the people around you. The minute you think something is impossible, it will be. Stay just within your realm of possibility, so at least there is a chance to succeed, so you can stay motivated. That happened 10 years ago and my tennis game continued to improve until I was forced into retirement by stupidly overtaxing my body until it broke. I played too hard, too often, for too long always looking to see how far I could actually push myself. Unfortunately, I found my limit and kept trying to go past it. That resulted in the last 3 years of intense physical therapy and traction, so that now I can now travel for work, stand for more than 10 minutes without extreme pain, exercise and bike. I never plan to risk playing tennis or golf again. Since I can function, work and stay in good shape, I consider myself very lucky. Sometimes being obsessive is not good, and in my case I really screwed up my body. I was very lucky, as I was able to recuperate twice without extensive surgery. Be careful, you need to push yourself to find your limits. However, when your body is really telling you that you have gone too far, you need to listen. I didn't.

If you're just starting out and you have a goal of selling a million dollars worth of product in the first six months, the odds are extremely good that you will fail. Worse yet, the closer the deadline, the worse you will feel. Not meeting goals can be as bad as not selling at all. Setting yourself up to fail or letting others decide what you "should" accomplish, unless they are your boss, is the most destructive thing that can happen to a salesman.

If you have a gut feeling that you can accomplish something, do it. Don't brag about it before or after. Do not set up any goals if you do not have to. If you are cut out for the business you are in, then you will not have a problem with drive and persistence. You will not need a chart to keep you motivated. It will come from the passion within and it will enable you to act. Always try to keep all of your energy focused towards what is important: a happy home life, good health for the people around you and yourself, working long and productive hours and focusing on what you can accomplish now and for the future. Always try and have fun. It is really important to you and those around you, because if you aren't happy at least a majority of the time then what is the purpose of it all? Spreading and experiencing joy is one of the great parts about being human. Therefore, don't push it off until tomorrow. Start now. If you are stuck being around depressing and negative people and have the choice, then I suggest you get rid of them immediately. If not, keep them at as a great a distance as possible.

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# SALES PROGRAM

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There are two types of sales areas, one is short-term and the other is long-term. If you have been selling for a while, short-term sales are dependent on regular orders from your current customers for your current market niches. Long-term sales are new areas that can be used for your current or new customers. The ratio of short to long-term is broken up this way. Short-term sales should be able to take care of all of your monetary needs and finance the long-term research and engineering and various expenditures. Time split should be about three-quarters short-term one-quarter long term once you are making a comfortable living. Until then everything the ratio should be about 9 parts short-term to 1 part-long term.

Current market niches last five years, at best. Therefore, all of your long-term results should be able to turn over with some type of productivity within three years. You need to be constantly replenishing your short-term sales with new customers to replace those you have lost and new product areas to replace those that have been depleted in their profit margins or lost for other reasons.

Please note you will be prone to get going in sales and then tend to take it easy for a while. The business will come in, you can be making good money and everything seems great. Unfortunately, as time passes you will lose accounts, buyers will change and your sales base will be eroded. Do not make the mistake of waking up one day with half of your sales gone. It has happened to most us, and it is a very unpleasant situation. Keep working for the future as money in the bank, so that you will not only keep to your current level but also sell to new heights.

If you are just starting out and have no sales, you are in a unique position. Theoretically, you do not have a lot of money stored up for research and development so that long-term sales have to wait. Concentrate on utilizing your attributes which are your aggressiveness and time. Remember you should be thinking in the long-term from the day you begin and as soon as it is possible to begin working on longer-term goals.

When I started out, there was a large group of Fortune 500 companies within a twenty-mile radius of our company. There were a lot of potential buyers. Plenty of my competitors and I decided to attempt to contact all of them over the next two years. If they became customers, that was great. If not, I would either stop calling on them or change my tactics. Some accounts break very quickly, others take years, even decades. Therefore, you have to always be going after new sales, because you never know when you will start doing business with any of them. There is always time to make another sales call. I do not care if you are tired and have been told NO 100 times that day. It is often that last call you force yourself to make that gives you the lead into breaking that new piece of business. Giving up and going home is nothing more than that, giving up. Things change as you get older and so should your tactics. I am now 61 years old and it would not look good for me to go cold calling after new accounts. However, utilizing social media and the telephone, I am still

very able to effectively go after new business. In fact, there is no greater job security than being able to get new business, no matter how old you are. Currently, Ideal Jacobs companies worldwide employ about 240 people. My job as CEO is still finding new customers, handling trouble, finding new product lines, creating alliances and in general making sure things work well. Every boss has to decide what they do best and what is better left to others. I can hire people to do almost everything I do, except what I listed before. When I find people better for those things, like my daughter potentially in sales, then I will leave it to her. To sell is to be in the biggest, greatest hunting game of all. Therefore, multiple targets are all over the world waiting to be attacked, broken and business started on a long-term basis. There is still a huge thrill every time we open a new account, and the day that stops is the day I retire.

Sales is an unforgiving profession. Your potential customers are not at fault for not buying from you. It is your problem for not doing a better job selling. All responsibility, for all actions, lies at your feet. There is no such thing as a customer having a bad mood, being unfair or anything else. When I fail, I use no sugar coating. No nice try, just I failed. If something goes wrong, and if you do enough business it will, it is my fault, not my people and not my company. The responsibility is mine no matter what caused it and so it should be for you. This of course, also means that when it goes right, it is due to your diligence, good work and great follow-up. However, if you own the company, it means your team did a great job. The credit goes to them. Remember, you are in the hardest field known to modern man. You are in a career that most people would do anything to avoid. You are part of a chosen few. Now get back in there and try again.

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## TIME DOESN'T COME BACK

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Oops, there is another second that you won't get back. How did you spend it? Upbeat or down? Spreading joy or sorrow? Making your life or someone else's better? When was the last time you said that you had a bad day? What is a bad day? Does that mean the whole 24 hours were really horrible, or was only a small part of it awful? I can remember countless times when my mornings were horrendous and my afternoons went better. In retrospect, I had a good day, and that is how I remember it. I am loved and happy most of the time. A bad day for me covers all twenty four hours, and fortunately that is a very rare thing. If you think about it, your perspective determines whether something is good or bad, in part or total. Your point of view is the only one that counts. Therefore, you are in control of how you feel and how you react to it. My hope is you will look back over a day as it is happening, focus on the good and remember that business can change in a second. Don't force yourself into a corner by defining a bad day before it is over. Your life is your own. Leave the option for betterment open, because if you are ready for it, your chances for good things are much better.

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## NIGHT TIME ACTIVITIES

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You've decided to be a salesman and now wonder what to do. You can work ten or twelve hours a day and still have enough nervous energy to build a building. However, just because the normal work day is over doesn't mean you have to stop working. First of all, the act of selling is a total commitment. Start by telling everyone you know that you are now in a new career and how excited you are. Some people will ask if they can help. Let them. They will enjoy doing you the favor. Those resulting sales and referrals will help your new career. While your friends will probably not produce actual business, their referrals are golden. Treat them with extreme respect. They can return a potential fortune.

If you belong to clubs, play sports or do anything where other people are involved, let everyone know you are in something new and need assistance. People want to help each other. It makes them feel good. Let them help you to feel good. I know it sound backwards, but it is true. You are doing them a favor by letting them do you a favor. If you still have time at night, join other things and not just for business. As my father always said, you need to have a genuine interest in what you are doing or people will know you are in it just to get customers. These new contacts may also try and help you, but for another reason. Being in sales is most people's vision of hell. They would rather dig ditches than do it, and they have incredible respect for anyone with the guts to try it. They want to see someone else do what they can't. Let them help you to feel good, and they will feel good doing it.

Selling is a twenty-four hour career. When you are not actually selling on the road or in the office, you should be thinking about it, dreaming of what can be. You should focus on how you can help and delight your customers. You should be consumed, and once that happens then you ready to sell. It must be 100% of your being, like a default drive in a computer. Whenever your head goes blank, sales should enter. While this obsession can put blinders on you which can isolate you from other types of personal relationships, it can also do the opposite. Learning yourself is the key to getting business. Therefore, studying human behavior so you can learn to sell is also the best training for creating and excelling in long-term relationships of all types. There is nothing better for your friends, spouses and children than you learning to understand why you react the way you do. Then you can figure out what is best for them, support them in their efforts to grow and learn to be together in the happiest ways possible.

Once you are established, you can back off the fanaticism, if you decide it to be a negative thing. But your emersion must be complete at first. It is your only chance for survival. Every action you take has a reaction. It is true in sales and in life. Use it to your full advantage. Remember, you are fighting against people like me who are relentless in their quest for more business. You have to take it from someone else. This is a variation of war. If you are not ready to commit your mind, body and soul you will be eaten alive by those who will.



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## ACTION/REACTION

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Sales on a short and long term basis. If you repeatedly call on one hundred potential buyers over a one year span, depending on your intelligence, diligence and street smarts, you will get a chance to quote on something from approximately ten and probably convert between 3 to 5 as one-time customers. From that group, one out of one hundred will probably become a multiple order customer. That one multiple order customer could potentially be a big account, again assuming you deliver a high quality product, when it is promised for an agreed upon price.

The question then becomes how many companies can you call on a regular basis to increase your overall data bank of potential customers and raise your odds to getting those elusive large accounts? As your sales increase, you will become more efficient and proficient, so your rates of success will continue to increase until eventually you will not have time to call on so many prospects. Instead, you will spend most of your time serving your current customers and trying to get more business from the accounts you have.

The whole question is whether you can force yourself to continue to call on people who keep telling you they don't want anything and hold out for success. Try to see it another way. If you call on 500 potential accounts, then the odds are that you will end up with five repeat customers who can easily give you enough business to make you a good living. This will negate the need for spending so much time calling on new customers.

Remember those five accounts could come anywhere in the calling of the 500 potential customers, so you have to see it through on a continuing basis to realize the rewards. It rarely works out exactly. You can make 150 calls with no success and suddenly score on 2 in a row. You never know what will happen, which is another thing that makes it interesting and fun. It is a treasure hunt and you are in charge. You hold your destiny in your hands. That is why it is always paramount to be working on new business and new prospects. If necessary, hire people to help you with the handling of your current business, do anything to insure that you are still on the front lines calling on new prospects and leads and staying tournament tough. It is hard to get new business and easy to not do it. You have to maintain your edge to be able to get new business, because everything you have is always in permanent jeopardy of loss.

If you fail to stay on the edge, the action/reaction force will take over and someone else will begin to displace you in your position. If you do not want to do it, hire someone who will. No customer is permanent, and no niche is never ending. Change is the constant of the market-place. If you consider not changing, then your business will die, and it won't take long.

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## WHO CARES?

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Who cares about what happens to you? Your answer primarily should be that you do. You are responsible for yourself, when things go well or go badly. You don't have to take responsibility for the actions that were done to you (although in many cases you can have a strong influence). You are the one who has to react or initiate the action in response. The better you get at reading people, the higher the chance you will be able to anticipate what will happen and you can often lessen the damage or stop the event entirely to the best interest of yourself and everyone else involved. If you can positively manipulate people to do what is in both your best interest then you are well on the way to becoming successful, happy, and affluent.

You may not want to hear the truth, which is, you are mostly responsible for everything that happens to you. It is not your boss, your wife or your first grade teacher who yelled at you. It is you. Therefore, why not take the responsibility now and act from a position of power and authority and start immediately to make things work the way you think best? Can you control everything? Obviously not, but the better you become at it, the more manipulative you can be, and I mean that in a good way. The the more influence you can exert for everyone's benefit.

As a salesman, you occupy a unique position in life. You are responsible for yourself and the people around you. You are taking responsibility for your fellow man. Whether it is to help a compatriot with a referral, saving a worm off the asphalt into the grass or donating to a good cause. The buck stops with you because the system has given you the chance to get the brass ring. The universe has given you the opportunity to make more money than everyone else. It will reward you beyond your wildest dreams, give you control over your destiny, both good and bad, and make it possible to do whatever you want. The "system", no matter what happens, has been very good to you just to give you this potential, and you owe it back.

It also feels really good to give back. Let yourself enjoy the feeling of helping others. It is great way to live. Be friendly and helpful, but that does not mean weak, submissive, taken advantage of or abused. I am known for being easy to screw once. After that, I am one of the meanest, nastiest people alive. I do not forget, and there are times I will wait years for revenge. This is not one of my better traits, and I don't advise you do the same. None of us is perfect, and it is better to know the negatives about yourself and deal with them then to pretend they are not there. However, I also love to help and the feeling of being alive, in some control with the chances to make a difference. If you can sell, you have the same power.

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# PERSONAL SAFETY

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Are you one of those people who has never been in a fight?

Do you ever consider the neighborhood you are going into before venturing in?

Do you ever fear for your personal safety?

What are you doing about it?

When I was young, I was always fighting. Most of the time it was harmless. But one time in Junior High I made a stupid remark and was confronted by a gang. It was led by a kid who reputedly was twenty-one years old. The rest of us were early teens. Obviously, he was no mental giant since he was still in Junior High School, but he was an incredible physical specimen and could have destroyed me with one hand. He came after me, backed up by his "men" and said he was going to kill me. Realizing I was a dead man, I nevertheless accepted my fate and said that although he was going to kill me he could pick the time and place and we would fight.

He looked at me and said again he was going to kill me. I told him to pick the time, place and we would fight. He said it a third time and this time I got mad and said to either name the time and place or leave. With that he turned and left with his gang. Obviously, I did not act as he had wanted, but I also knew that I had tempted fate and had no plans to do it again. The next week I joined a local Judo center and began a journey that would last until present day. Martial arts has taught me a number of things. Not just how to defend myself, but also to focus my energy and learn when not to fight. I loved the contact. I was often so beaten up by the training, other students in school assumed I was in real fights all the time and I was left alone. In fact, after I started training, I never had an actual fight again. I am forever grateful to my father for letting me start this training. It changed my life.

Years later a friend of mine was killed by a lunatic with a knife. Again, realizing the potential danger, I hired a trainer to teach me kick-boxing and weapons defense. I began to watch out for my security and the welfare of my family and friends. It is not being paranoid to worry about your personal safety. You only get one body, and if you are severely hurt whether temporarily or permanently, it will directly affect your life and those around you.

Your body, mind and soul are your life and your tickets to your future. Do not put yourself into physical danger unless absolutely necessary. Do not take unnecessary chances. If you do have to enter a risky situation, do not go alone. Protecting yourself and your family is one of your jobs. The payoff is feeling a little more secure, but don't ever take it for granted and let your guard completely down, especially when you are away from home.

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## DRESSING FOR BATTLE

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When I first started in the family business, my father sent me into Manhattan to visit a company that stamped various types of printed parts. While there, I met one of the owners and after viewing the plant, he looked at me and gave me one of the best pieces of advice on business I had ever gotten. He said to wear a tie. That was it. Wearing a tie back in 1977, as well as today in 2017, meant I was in management, not a worker. If I had a tie, I could do things that men without ties could not. For instance, if I had to go to a loading dock and deliver a package, I could get immediate attention by the receiving people, because even though I was young they did not know if I was part of management or how much power I had.

Another big reason to dress correctly was because I was young and the boss's son. Two very big roadblocks for someone new in business. It is the same in any office, if I was dressed "correctly" I was treated differently. It meant I was in a position of power. No one knew how much, and they did not want to risk a confrontation. I learned early to use my clothes as a weapon. Today, when even fewer people wear business suits just wearing one gives perceived power. When my daughter Kayla came into our business as a salesman, the first thing I did before going on the road together was to buy her formal clothes. It would be hard enough for her, as I knew, gaining respect as the boss's daughter, new in the business with little actual training and expertise. The right clothes would help and they have. Dressed correctly she, as well as I, could maneuver people much more easily to everyone's benefit. You might say it is not logical or fair, or that nicer clothes are uncomfortable especially in the summer, and you would be right. The advantage that we gain is more than worth it. However, if it is too much of a bother for you and you have to wear your "casual Friday" clothes, then it will make it that much easier for us to take away any business you have or stop your chances at getting anything new. You need to get on to the playing field. There are rules, and if you don't follow them you are almost destined to fail from the start. Let your clothes be your suit of armor. Dress up so you look good, feel good and the power emanates from you. It is like if you are driving a \$95,000.00 new sports car and the other guy is in 10-year-old beat-up piece of junk that has a tail-light out. The guy in the sports car thinks, no he knows, that he is better at everything. That is like you with your clothes. Even if only have a few outfits, make them count. Let them make you awesome. That is how you will feel, and they will put you on the road to win.

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# HOW TO BEHAVE

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Let me make this simple.

Behaviors that should be averted including smoking, smelling bad, abusive behavior and cursing. Leave them outside the door or you will be dead before you start. Be respectful and honest about who you are. If you are nice, that is fine. If not, don't fake it. Be truthful about what you promise or the bridges you burn will get you later. I know the Ten Commandments may sound hokey, but again my Dad was right. If you abide by them in business, your path to success will grow considerably shorter. By telling a lie, you always have to remember that lie. That person will always have to be treated differently from anyone else. The pressure of having to remember will force you to divert needed energy from the client himself. You will miss little nuances because you are concentrating so hard on remembering what you can and cannot say. Telling the truth is easy. There is nothing to remember, because it always comes out the same.

By the way, I generally go by the rule, if it isn't positive to say do not say it. I try to never yell at my employees in front of anyone else unless I have a specific reason, while I always try to praise them in public. The same thing can be said of respect and kindness. If you are the same towards everyone, then you don't have to react differently as people rise in their perspective areas. Over time, the people you met at the bottom of their corporate ladders will rise and eventually you will probably know a lot of people in very big jobs. This is a result of years of positive business relationships. You often can't predict who will rise and who will not, so again be good to everyone, be respectful and treat everyone as a living person. That alone will elevate you in the eyes of many people and make your life much more pleasant. Everyone you see is a potential positive situation for now and the future.

I can't tell you how many times a low-level office worker in a company suddenly rises to a managerial position and is then treated differently by almost everyone. They often greatly appreciate those who treated them well in their old job, as opposed to the latecomers who are only interested in them for their new founded power.

Boasting and over-confidence is an open invitation for combat and should be avoided. Never denigrate yourself, your achievements, job, family or your company, but also don't put yourself in the position that you have to be more than you really are in wealth, job title or power. Let the opposition always see you in the best light possible, and that is seldom as a boastful aggressor. It is best to have one personality throughout all time. Don't act one way toward one group, and a different for another. It takes too much energy, eventually one side will catch you acting the opposite way and you are dead. If you are naturally thoughtful and nice, do not try to be aggressive and arrogant. It is much more profitable and easier on your mind to act naturally and use those assets. Remember your good name is your badge of honor, so if you sully yourself in any area it will likely spread and pollute the other parts of your life.

Don't feel you have to tell people about the lesser parts of your life, the glass is not only half full but it has just been washed and you have a box of cookies to go with it. Be positive, uplifting and live life as a challenge that we are all in together. We should not only try to help ourselves and the people around us, but also the world as a whole.

# NOTES

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## WHEN TO LISTEN

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Answer-always.

Do not confuse the package with the substance. If someone is willing to give you sound advice or experience but you do not like the way they deliver the message, then swallow your pride and hold your tongue. Listen to what they say and use what ever is relevant. No one is forcing them to give you their knowledge, so take it as a favor and accept in anyway they want to give it to you. However, when they run out of value, stop listening to them. As time goes on and you go through a bunch of "mentors", your tolerance for how the information is delivered, assuming your success grows, will lessen until eventually you probably will not be able to take a lot of advice from anyone, unless they make more money than you do and or are more successful.

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# DEFINE YOURSELF

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Who are you?  
What do you want?  
Are you healthy?  
Who do you want to be around?  
Where do you want to live?  
Do you have a life plan?  
Do you want to be married or divorced?  
Did you have an agreement with your spouse when you got married as to what you expected and wanted from each other?  
Did you get along with your partners?  
Do you get along with your parents?  
Do you get along with your kids?  
Are you happy?  
What makes you happy?  
How can you be happier right now? In 10 years?  
Are you helping your fellow man?  
Do you have plans to do more in the future?  
Are you making another person's life better in any way?  
Will you continue to do so in the future?  
Are you alone? Do you want to be?

This all adds up to 3 big questions:  
Where are you now?  
Where do you want to be?  
Do you have a plan to get there?

This process should never stop, and the first giant hurdle is to be able to answer them at all. If it is not to your liking, then immediately count your blessings. If you have enough to eat, a place to live and spend most of your time happy, then you are ahead of most people and you should not feel too badly. If you are incredibly happy 90% of the time, happy 5% and sad or depressed 5%, then is that a life you really want to change just to try and modify that last 5%? It is your life; think about what is logically possible. Don't throw what you have away for an illusion or dream that will potentially destroy everything. I am not talking about trying for the next level in business, getting married or trying something new. Rather, I am saying that being unfaithful to your partner, abusing drugs or alcohol and being mentally abusive to your family or employees because you are smarter and have a position of power is not a good choice. As a salesman, if you are competent, you have the ability to manipulate most people to do good or damage them to make life better or cause pain. By your very nature, you can modify and control your surroundings and the people around you. That power has great responsibility, and you should consider using it not only to make a continually better life for yourself but also



for those around you. That responsibility also means you have to think before you act and weigh the effect of your actions on others. I have been surrounded by exceptionally strong willed people over my 61 years of life. I have seen that power do good and bad, create joy and misery. I resolved early on that I would never attack first and try my best to stay on the positive side of everything. However, once attacked, or even worse if someone attacks one of my family members or my team, then I will use all of my resources to end the pain, problems and hardship that I did not create, in whatever manner I feel applicable. It could take minutes, days or even years, but I rarely forget a negative act towards us and will always weigh it in whenever contact with that individual is made. I have the power to destroy most people verbally. It is a "gift" that I was born with. My daughter has the same ability. When I attack someone verbally, that person is often brought to the brink of tears or desolation. I hate to use it, but make no mistake when pushed I will. A salesman has an arsenal of multiple assets, both mental and physical, that can be utilized at any moment. If you are good and have those powers, you need to realize it. Understand their potential damage, and only utilize them when absolutely necessary and never for sport. If you tell one of your family member that they are fat when you know they are sensitive about it or stupid when you know you are smarter, but they are trying their best, then your cruelty will create hurtful memories that will never die. Abuse your spouse or your kids in that way and they will never forget it. Far worse, they will think it acceptable behavior and do it to others. You have been given multiple incredible gifts. Be thankful. Use them wisely, and they will make you wealthy in many areas of your body, mind and soul that you could only dream of before you started down this road.

If you are going to be successful, then your life is going to be filled with constant change. Get used to it, and embrace it so it becomes the norm. Create a structure for your life of the things you can control, so you can launch into change with that as your base. It requires a great deal of painful introspection of why you think the way you do. It is a road you must take if you expect to be able to understand yourself better. You have to be able to do that before you can understand others, like your potential customers and have any chance of being a successful salesman. Change is a good thing, as long as it is done in a careful, calculated manner with specific levels that can be re-checked to make sure of your progress. Plans can, and should be changed, and abandoned as life continues. Force yourself to be open to different viewpoints and be flexible. I know it is very hard, but life is a great journey. The better you get at embracing the new opportunities that come along, the more wonderful it can be.

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## GOD/FATE

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As time goes on, I am a bigger believer in God or something others might call fate. The more I am open to the possibility of what can be, the more options that are presented that lead to different paths than I had not seen before. New opportunities happen all the time. The more aware you are of them, like constantly looking out for potential employees and people to do business with, the more you can take advantage of what can be. As an example, 11 years ago my biggest customer called me to ask what I was doing about expanding to various areas of the world. He wanted me to agree to set up locations where they were so that we could support them as a local supplier. Up to that moment, I had no intention of doing anything of the sort and had no idea of how to do it. His question, however, was phrased that if we did not comply, then we would lose his business. The first location they wanted was in China, and I only knew one person there. I contacted him. As it turned out I could not partner with his company, but he had a brother who was potentially looking for a new position. When I met him in China for the first time twelve years ago in the McDonald's Restaurant in Hong Kong Airport, we both felt like God/fate had intervened. Within an hour the three of us, he had a partner at the time who left shortly thereafter, hammered out an agreement that was sealed on just a handshake. Think about it. I knew one person in China. He had one brother who happened to be available and wanted to start a new venture. We were both willing to take huge risks and trust each other. The alliance has continued to work well, and I count him as one of my most trusted friends. If God/Fate (i.e. my customer) had not forced me into action, none of this would have happened. But I was willing to take the leap, and the world changed thereafter.

I realize that I am constantly being led on this journey of my life by a higher power. I am being placed into areas I never would have gone on my own. I believe that fate is an ever increasing set options. As you are better able to see them, you are better able to take advantage to potentially help yourself and others. The harder and smarter I work, the more these chances come upon me. The more I try and work for the betterment of all, the more successful I become, as do those around me. We are all part of one world with a cavalcade of positive energy bombarding us all the time. Being open to the possibilities enables us to absorb and give off increasing amounts of good feelings to benefit ourselves and others. Often when I am seemingly in a bad situation, I step back and try to see what good can come from it. Almost every time, I can now spot something that will help me in the future and the actual bad event pales by the potential benefit in the future. But you have to be open for the option and not blinded by the moment.

By the way, you have been given the greatest gifts possible. You have the chance to be in sales. You have an unparalleled ability to mold your own future and set your own limits regarding where and how you live, the level of living and who you want to be around. When times get tough, remember to count this blessing as a very big one that can give you the independence to make the choices for yourself. Choices make things much harder, but they also make it much, much better.

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## TROUBLE - WHAT DO YOU DO?

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You have your first account, someone who has ordered a few different items. All of a sudden, something goes wrong. As a salesman, the most important part of your relationship with a buyer is trust. He has to be sure that you will deliver your product on time, defect free, at the price you quoted. Obviously, if you do enough business, there will occasionally be problems. How you handle those problems will determine if you lose the account, keep it as it is, or have it expand. Managing trouble is one of the toughest and most important parts of sales, and all relationships, because it involves mistakes and very strong emotions on all parts.

In this time of “supply on demand” and “just in time deliveries”, a missed shipment can mean not only big problems, but also the buyer’s job, a customer’s product being late to market, a shut-down of an assembly line and large amount of precious time and money lost. This is a very big deal and should be treated as such by you and your company. A glib excuse to your customer that everybody misses sometime or it should be okay in a few days will only cause rage and instill mistrust. Below is a flow chart of what happens when you take different avenues of response to a problem.

Optional responses:

A. Do not tell the customer that the delivery is late and hope he doesn’t notice.

Possible Results:

1. The buyer does not notice, is not informed and when he finally does check your product is in his receiving, so everything is fine.
2. The buyer is notified that you have missed your delivery date and calls you wondering the following:
  - a) Where is his product?
  - b) Why is it late?
  - c) Why did you not let him know there was a problem?

Your response:

1. You tell him you did not want to bother or upset him, and you figured a little late was okay.

Analysis: This response is lukewarm at best and will usually infuriate a good buyer because it suggest he is unable to cope with the stresses of his job.

2. You are afraid to call him.

Analysis: Don’t even bother trying to use this excuse, the buyer will realize you are gutless and cannot handle the stress and will have no further use for you. If you are lucky, you will be relegated to a purgatory of low-profit jobs where there is plenty of time, and he can risk using someone who he can’t trust. The other alternative is no future business at all.

3. You were not informed by your people that the job was going to be late

until it already was.

Analysis: This means that either you or your company (or both) do not have enough control over your production schedule to know if something is on time or not. It is a serious violation of any quality system and will generally be met with an extremely negative response.

Overall analysis:

You might get lucky once and the customer won't notice you are late, but your company and your systems are flawed. This defect will eventually cut you off from the good customers and good pieces of business. This will leave you buzzing like a fly for the low profit pieces of crummy business that only the mediocre vendors get.

B. Call the customer beforehand and tell him that there might be a problem and give him a realistic time of delivery. Tell him the options, if any, to change the product or use a substitution that can act as a stop gap or permanent change that can meet the delivery. If practical, tell him you will ship in an expected manner at your own expense. Never call up and just say you are going to be late and tough luck. Be ready with a true accounting of the situation, why it happened, how it won't happen in the future, what you can do to solve it. Don't forget to say you are sorry. Apologizing does help. It shows you are emotionally involved and that you personally care. All this will help stop the damage from the miss.

This direct, honest approach may risk an explosion from the buyer, but at least he knows what is going on and there are no surprises. Not surprisingly, whenever I make telephone calls like these, they are usually met with some unhappiness with the event, but they are generally very pleased that they know what is going on and the fallout is minimal.

But before you make that telephone call, consider the following first.

I will generally spend any amount of money, time and effort not to have to call a customer and tell him we have failed by being late. That means having crews come in on the weekends, working nights and weekends myself, or doing anything that can solve the problem, and even flying a job in via plane by one of our employees. If I fail (that is right I said "failed" because when we accept an order, I am giving my personal word that we are going to deliver) then it up to me to personally call the customer and try to make it right.

Sometimes when I call with a problem, the customer will say don't worry a few days is okay. They are happy to be informed of what is going on and can change their order delivery dates, so you won't be "hit" with a missed delivery. You are the customer's choice for this job, and they do not want to see you fail. If you miss a delivery, then their judgement failed and that is how it is seen by their supervisors. If you fail and the assembly lines stop, then the buyer's job and the company can be affected. The buyers are there to help. Include them and let them help you. If you cannot take rejection and the heat of confrontation, or the explosions when things go wrong, then give up sales and go into something else. As time goes on, your skin will grow thicker and so will your bank account.

A good example of this. We had been working on one of the toughest pieces of business I have ever encountered. It involved an extremely difficult printed label that we needed to affix onto a piece of injection molded plastic that was then backed-up by a gasket that consisted of two different types of gooey adhesive. Once they were put together they had to pass a quality control test that showed they were in perfect alignment otherwise they were rejected. We were making the labels in our plant and I chose a California supplier for the gasket. We had to use the plastic piece from the customer's current supplier. We had been working on this job for a year and got it to the point of a 2% rejection rate, which was incredibly good. Suddenly, the gaskets we bought were no longer cut to the exact size needed. Unfortunately, we did not notice this when we assemble the parts. This put us up to a 50% spoilage rate, causing our customer to be, understandably, extremely upset. The gasket manufacturer said he could fix the problem and a week later on a Friday he was supposed to send a partial delivery. He had his assistant leave me a message just as they were closing for the weekend. They were having trouble with our order and would not be shipping, and I should call him on Monday. This meant that I could not get in touch with them until then. They did not answer their phones and emails which left me in a panic. The longer the weekend wore on, the madder I got. By Sunday night, we had already decided to switch the manufacturing of the gasket to our plant in China. When I finally spoke to the supplier that Monday morning, he simply said they had a packaging question and would ship that night. By that time, I was so angry I simply said okay and proceeded to move the business to China. As it turned out, his last attempt also failed and he would have lost the business anyway. The guy in California left me with no ability to contact him and I will not forget the weekend of stress he caused me. Of course, I did take a very large piece of potential business away from him. We will never ever use him again and certainly never recommend his company to anyone, so he was paid back in full.

That week my daughter Kayla, now head of our San Francisco Office, Allan and I, the head of Ideal Jacobs in China were at a meeting with that customer. When they asked how we could have missed the problems with the quality control of the gaskets, my daughter said it was her fault. She was in charge and had not been looking for that particular problem. I was very proud of her for stepping up and accepting the responsibility. The customers immediately came to her defense and said that as long as it was fixed in the future, they were okay with it. It also helped that I was giving them a 2000 piece credit for the parts we messed up. Accepting the blame, having an action plan, and offering to replace parts at no charge were all part of making things right and paving the way to not only keeping the business but getting more. Communication is everything, because if your customers can contact you, even if you have nothing concrete to tell them at that moment, they know you are involved and will stay that way until the problem is resolved. They can relax because you won't until they are happy. Fast-forward a month later, the gaskets from our team in China are working well, but other issues have come up. It is an extremely

difficult job, and we have stayed in constant contact with various members of their team. Those communications sometimes still include me. I was emailing them from Bangkok recently and giving my mobile number to their head of engineering. People all over the world know that if there is a problem and they are not satisfied with the way our teams are handling it, they can always contact me. Just knowing that gives them a huge level of comfort, which is another reason for them to give us more business. How you handle problems will define who you are, how you are remembered and how much business you get.

# NOTES

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# WHAT HAPPENS WHEN YOU GET BUSY?

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I have often heard of actors who after years of struggling suddenly make it big and then just as suddenly have nervous and physical breakdowns because they cannot handle the success. One of the keys to a long-term career in selling and life is to have a plan to take care of day-to-day life and for decades into the future with the obvious provisions for massive change.

What do you do when suddenly the tap opens and business begins to flood in from all sectors? Your current customers are giving you lots of sales and your marginal accounts are also producing. Some of those quotes that have been outstanding for months suddenly become orders. It is like you have the Midas Touch and everything you go after produces a purchase order. It is a great problem, but it is still an issue and the way you handle it will determine your future.

If you are in sales long enough this will happen, and it will stop just as suddenly. Sales go in spurts, like most things in life. When you are hot everything works. When things are booming, you will get inquiries from people you don't know wanting something in a hurry. A customer will call with a new type of business that is not exactly in your line, but you would like to go into it. Follow-up on every lead that comes your way. Work nights, holidays, weekends, anything necessary because when the tap turns off, you will lose your chances for these types of new business that can grow your sales in formidable ways. You can rest later. If you are good you will worry when business is good, that it will stop. When business is bad and everything in between you will worry because you are afraid of not having anything. Paranoia about not having enough money coming in is essential if you are going to keep driving yourself forward and those around you to keep building. If you stand still and get comfortable, you will become complacent and someone like me will take your business. For all of those people who complain that they are either too busy or not busy enough, there is no such thing as an even flow of business. If that did happen, it would negate the need for problem solving, crisis-operating people like us. Therefore, don't hope for your own demise.

If you are like most salesmen, when you are very busy and going crazy, you will tell yourself when things slow down, you will take a vacation or maybe just go out for lunch once in a while. The truth is, when business is very good, you are too busy to think about taking it easy and when things are slow, you are too paranoid and are out drumming up new types of product lines. Be particularly careful of your office when you get busy. Your people will have the tendency to get complacent and forget that the customers are the ones that get them to the level of success they now enjoy. They will start taking them for granted. Your customers will notice this and will make them ripe to be taken by someone else. Don't let it happen.

In our office, we have gone through periods of very high growth and our

people are so tired they can barely move. But when any customer or potential customer calls, we are energetic, optimistic, happy and aggressive about wanting their orders and making sure they are taken care of. A customer should never feel like he is forcing you to take his business, and I have worked very hard to make sure our people understand this. One of the reasons we are growing and have done so well since 1921 is our attitude, and that is one of the last things considered by many companies especially during good times. I love competitors who take their customers for granted, because it makes it much easier to take their clients away. If you lose your perspective, you will lose your business to companies like mine. We do not lose sight of the big picture. You are fighting against companies like ours that are global and have customer service available 24 hours five days a week, and almost all the way through the weekends. We are happy to work nights, holidays, and weekends. We do charge extra for it, but our customers love the availability of this level of service. Our clients can always talk to our various company leaders around the world, and they are treated like royalty because that is how we regard them. If you are not ready or willing to compete, it would be better for you to change jobs sooner rather than later.



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## WHOM TO ASK FOR HELP

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Salesmen, as a whole, love to talk about business, themselves, their families and almost everything else. They also like to listen, so they can learn about others. They will help other salesmen because they know how hard it is to sell. You may not believe it, but in many industries, mine included, all you have to do is ask for help. Even your competitors will often bend over backwards to do so. One of my best friends is in the printing business. He is one of the few people I can talk to about sales. We both act as information services for our customers, competitors and friends. Whenever you need something that we can't supply, we can tell you where to go. If you need people or information about accountants, lawyers or computers, we act as a database to help. It is like a pond and a stone is dropped, we start with each other and then keep reaching out until the information is found. It is a growing network, which is of help to everyone and can be joined by anyone as long as you eventually add value. It is especially helpful to those who are learning to sell. Your industry is obviously specific to its own group. I urge you to ask for help. If you are fortunate to have a similar network like ours, you will be welcomed. If not, however, then try other industries similar to yours. If you can get useful advice that will help speed your journey down the pathway of experience and not repeat the mistakes most often made by others, it is definitely worth the effort.

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# WHAT HAPPENS WHEN YOUR BUYER LEAVES?

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You have a great account. You get along with the buyer. He gives you a lot of business. They pay their bills on time. Everyone is nice and gets along well. Suddenly, the buyer changes jobs and you get someone new. Here are your options:

1. You know the new buyer.

A. You contact them and hope that you can get along with him as well as the previous buyer. Try to get in to see them immediately, and if possible, establish a rapport so the business will continue as it did before. No matter if they are friendly, unfriendly, will commit or won't to continue using your company nothing is solid until the business actually comes in. They may already have their own vendors, friends, or for some reason they don't like you or have been told to make changes by their management. Therefore, be prepared to have to fight to win back the position you just held. It will probably not be easy, which is why you never want to depend too much on any one customer. If you lose the business, you can always hope that their new supplier will screw up and they will call you back. That could take a while which again, is why you need multiple customers so when one leaves you are not dead in the water. Try and stay in contact with the buyer who left. If they went to a new company, sometimes you can start doing business there. Use Linked In or other social media, it is a great way to track and keep in touch.

B. If the buyer says they already know your company and won't see, you then don't push too hard but send him a kit of samples, a background of your company and anything else that might be of interest. He needs to have a hard record of what you can do and your other capabilities. We call this package our "sample-kit" and we send them out to almost all new customers, prospects and some people we have not seen for a while. In our case, they are a great branding mechanism and we also include our calendars, copies of books I have written and CD's I have recorded. You want be different than everyone else. To accomplish that, you need to differentiate yourself in a way that they will remember you, hopefully above your competitors.

C. If the buyer tells you not to come because they already know you, then write him an email, although a letter is better because it is more personal, regarding all of the services your company provides and any areas you think you can be of additional help. Use it as an opportunity to expand your sales base, and hopefully you can grow with the new buyer.

Caution: How someone treated you before has no basis as to how they will treat you now. You may or not get along better or worse. Have no preconceived

ideas, because I have had it go both ways and you never know. You have no idea how the business equation has changed from the buyer's point of view until he calls the first shot. Be ready for anything and hope for the best. Buyers will often change frequently. Eventually, you will find one you can't deal with and here again another reason to have other accounts in place to take up the slack when you lose pieces of business or whole customers.

D. If you do not know the new buyer, contact him as soon as possible for a face-to-face meeting. Introduce yourself go over what you sell, use it for an excuse to go after new areas that you had not been considered for before. If they won't see you, then send in samples and an introductory letter regarding who you are, what you have been supplying and any new areas you want to go after. If the new buyer totally ignores you and tries to cut you out, remember that buyers change more frequently than before, usually every 3-6 months. So if you can hold out with any part of the business, you have a chance to get back in later. Try your best not to lose everything, so you can hang on for the future.

This is another good time to mention account diversity. I have been in the unfortunate position of having over half my profitable sales with one account and then losing the business. It is a devastating and income-altering experience that should be avoided as much as possible. However, it is an easy trap to fall into. Your biggest account keeps giving you more and more sales, and it is very profitable. So you let the other accounts slide by until you wake up one day with a lopsided portfolio that is very vulnerable. You have got to stay diversified if you expect to be able to sleep again. Trust me on this. Some customers will lure you in with increasing amounts of business until they know that they are your biggest client. At that point, they start squeezing you for lower prices and continue until you are in the unenviable position of being responsible for a great deal of unprofitable business that is taking up a lot of your manufacturing time and you are trapped. Be careful. Buyers are not generally stupid people. They can be very manipulative and it is their job to get the best price, service and delivery for their company. In that quest if it means putting you in a bad position, they do not care.

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# CLOSING

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Different salesmen find different areas that cause them trouble.

They can include:

1. Finding the right people to call on.
2. Making the first contact.
3. Getting through the the opening call.
4. Finding the right products or services to sell.
5. Closing.

Actually closing, getting the actual order is the bane of many a salesman's existence. They are able to do it all, almost. They have the product lines. They know them well. They can find the potential customers and make the sales calls. They can then follow up and at the right moment when they are ready to close the first order, they freeze.

Closing, probably more than any other part of the selling process, is an art. To know that precise moment of opportunity that the customer is in position to say "go ahead" and the order is yours.

Let's break down where the potential problems are:

- 1.How do you know when the customer is psychologically ready?
- 2.How do you know you are ready to go for the close?
- 3.How do you know what to charge?
- 4.What do you do if he says yes?
- 5.What do you do if he says not yet?
- 6.What do you do if he says no?

Knowing when the customer is ready to close is mostly a result of experience. I found that calling and asking girls out on dates was a very similar process to selling and closing orders. If you have never done it, however, asking for a first date is a unique experience. In my case, I most often did it when I either was given a referral and did not know the girl or had previously, briefly introduced myself. I would call them, this was way before Social Media, with the intention of speaking for a few minutes and if the conversation seemed okay, then ask for a date. First, you have to be able to make the call, which is a very intimidating experience because a negative response goes right to your ego. Next, you have to be able to talk in a coherent manner without stumbling around and sounding like an idiot. Then you needed to be able to steer the conversation to areas of mutual interest. Of course being a sparkling, amusing conversationalist can only help. The main component is to have the aggressiveness to make the call and ask for the meeting. The better prepared you are, as to what the person is like before you pick up the telephone, and any other background information you can get, the better the chances that the conversation will go as you planned.

During the call, if you have the feeling you want to go out with this person, then you go for it by asking for the date. You need to be ready with options whether she says yes, no or maybe, what she really means and it all mixes together in a jumble. You have to be able to coherently figure out what

was happening in real time. In my case, the odds were that I would get shot down at least one time in every three attempts, which meant I needed a backup plan with the same woman to either leave the door open to try again or forget the whole thing. All this had to be going through my mind as I spoke to her, getting a feel for what she wanted and seeing if there is some potential common ground between us. It can get very confusing, but experience will help you avoid a lot of potential trouble.

It is the same in selling. Your customer expects you to try to “close” if they are discussing actual jobs. By not going for it, you are showing a defect in your selling personality. If are afraid to take the chance of losing the order, so you do nothing and hope the customer will just give it to you, your odds of success plummet. You cannot wait. When you feel the moment is right, you have to go for it.

How do you know when it is the right time to close? Your fears about rejection are not a consideration. The customer directs everything, and you have to base your actions on their reactions. When is the right moment? In time your gut will tell you because of a basic pool of experience you will gather over months and years. What if you are just staring out? Use whatever life experience you have, whether it be via dating, school, work or a combination of anything else. If you have a talent for this area, you will know quickly because your instincts will guide you. Yes, you will have disappointments and will experience immediate failure because your prospect has said no, deflected your attempts or said he wasn't ready. Trying to close on someone who does not want to be pushed can often result in an immediate and some volatile reaction. Sometimes they get mad, sometimes they end the meeting immediately, and once in a while you will never get another chance. I remember one time when a friend of mine who was in real estate was pushing me to make an offer on a building when I wasn't ready. He would not back down until I finally yelled at him, and it took years before I would try to do business with him again. Once someone is angry at you, the odds are good they will stay that way, especially if you have not done business with them and they have nothing to lose by banning you for life. While you need to be extremely aggressive when trying to close, you can't go over the line of destruction and that is why it is an art form. If you are not aggressive enough, then others will get the business. If you are too aggressive, you can lose any chance for the future. You are looking for that sweet spot of success, like the first time you kiss a girl, and it is different with every buyer on any given day. This is why there are so few really good “closers”. There is so much to lose, and most people are afraid to take the risk.

What do you do if you ask for the order and the customer says yes? You should confirm the delivery date, make sure you have all the information necessary and then get out before he can change his mind. Just like in dating, once you have an affirmative for a date you get out before you talk yourself into trouble.

How do you know what to charge? Some companies have a price list and then the answer is easy. If a rush delivery is involved or something unusual,

then you have to decide what it is worth counter-balanced against what the customer is willing to pay. If you try and charge too much, he could get angry and cancel the order. If you don't charge enough, then you are leaving money on the table and he will expect that kind of pricing for the future. Whatever you do sets a precedent for the future, so you need to consider all options before making a decision, and you often only have a few seconds to decide. I never said this was an easy process.

If you have a custom-made product or service, then you are in a "market will bear" pricing environment. This means that your prices are based on how unusual your product is, whether proprietary or patented information is involved, who else makes it, how fast you can produce it and how much others are charging. This is where it gets really interesting, because the set of variables for any given product are different. This means the prices can fluctuate widely. Keep in mind that the harder it is to make your product and the more unusual, the more you should be able to charge. But that is up to you and your company. Remember, if you don't charge enough money, you won't keep your company going, your employees paid, be able to do the necessary research and development; and also you get paid for all of your hard work. It is always easier to charge less to try and be safe, but you need to make the big money when you can so it can help offset your cheaper lines and pay for other costs. Charging for what something is worth is just as hard as closing the order. Both actions take a lot of guts and the more experience you have the more successful you should become. Be prepared to lose some business, because you asked for too much. If you never lose anything, you are not charging enough. I suggest you raise your prices to a level where you start to lose a little business, which means you are probably near the ceiling of what people will pay. This is not science, rather, it is an art form, one that takes time, mistakes and failures to learn to do well.

The varied reactions to your prices will probably be endless and sometimes calculated by the customer to throw you off balance so they can try to make you lower your pricing. You have to be strong, yet flexible. Know beforehand where you will compromise and where you will not. Will the customer agree to an extra week on delivery for a 20% reduction in prices? You have to be ready for all possibilities and to do that you have to be calm enough to listen. That calmness comes from experience and confidence, which is why it takes years to be a successful salesman.

What do you do when the customer says maybe? Ask when you should follow-up, make sure you have all of the information you need and either leave his office, hang up the phone or stop emailing. Then, follow-up when you say you will.

What do you do when the customer says no regarding the first order? If they just say no, then let it pass and follow-up the next time you call and make sure they got the information they need when they required it. Sometimes the other vendor falls down and your following-up can mean you can get the business. Never whine or complain about not getting an order, because it is your

fault. Accept it graciously, and move on. If they say no and then tell you how you can change your price, delivery or quality, you can consider modifying your position. If you do make modifications the customer knows he can always come back and try it again, so you are creating a pattern of behavior in whatever you do.

Remember, nothing happens until something is sold, and nothing is sold until an order is closed. If you can't ask for the order, it is time to change jobs.

## NOTES

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## ENTERTAINING

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Every industry is different, so I can only address mine, the printing industry, as an example. In the old days (pre-1980's) it was common for salesmen to take buyers to long lunches a few times a month. Our industry rarely went into dinner or did evening entertaining. During the ensuing 30 years that has radically changed. Today, there are virtually no business lunches or entertaining. To avoid any pretense of payoffs or graft, there is none permitted. If any dining is done, the buyer generally pays for it not the seller. This, in my opinion, is a very good thing since it keeps business in the proper perspective. If you have a buyer that wants to be entertained, then you have to make a choice. If you are getting enough business, your company is okay with it, your time and the expense is justified and there is no way that it can be considered a bribe, then go ahead. If not, however then find new customers. I once had client from a huge oil company who asked for baseball tickets. I refused and eventually he was cited by his company for bribery.

Never do anything that you consider unethical. We do not give bribes or payoffs of any kind and will drop any customer who suggests that we should. It does, however, make it harder to get to know the buyers on a more personal level and this is a decided advantage to those who have been suppliers for a long time. Contact throughout and across companies is even more important today, because of the speed of innovation and change. Therefore, your emphasis, more than ever, has to be on supplying quality products in the required time periods, at the lowest possible pricing, worldwide. You are worth much more as a supplier if you can keep their assembly lines from stopping, which will make them look good, keep their jobs and hopefully be in line to get a better one. That is your mission to support your customers so they they have better lives through doing their jobs better. Bribery is for those who are incompetent. Attempting to buy business rarely works out well for anyone.



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## QUALITY, SERVICE AND PRICE

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When I first wrote this section 15 years ago there were only 3 main areas of business regarding what your company could offer. They were price, delivery and service. Over time, the entire system has been turned on its side with the addition of environmental betterment, and it is not because of what you think. While being good to our planet is the best for everyone as a philosophy, a new industry has emerged because of it. My company went through this process with help from the US Environmental Protection Agency and the Occupational Health and Safety Administration, which, by the way, are often considered enemies of private business. In our case, however, they were instrumental in helping us to work cleaner, better and more safely. They also helped us to be profitable, prosper and expand through the turbulent economic times of the last two decades. To put it simply, pollution is defined as the result of inefficient processing of whatever raw materials you use to make your products. The better your conversion levels, the more product you make and the less pollution you create. You make more money from both ends having more to sell with less by-products to have to pay to process and get rid of. It sounds simple, but it is revolutionary in its concept. Those of us who have embraced the idea have gained huge benefits over time.

Every company has its strong points, you as the salesman have to push what works and reduce the negative aspects of what doesn't. In our case, we center on superlative service and quality. Our niche is handling extremely difficult new items that often need research and have to be completed quickly. Many of our orders are for small quantities with the price per part relatively high. We do not, however, charge for our research and development, because those difficult jobs often lead us to new areas and how to produce them. That also means that the technical expertise and innovation we create along the way is our intellectual property and is owned by us. In other words, we are rarely the cheapest on anything, which could be seen by some as a problem. Nevertheless, because we have so much extra to add like expertise, quality and expedited deliveries it is rarely a big problem. Even though we are not the lowest cost supplier, our customers continuously use us because we take it personally. Their problems become our opportunities, and there is nothing too small for us to handle cheerfully, competently and quickly. Our prices are in line for the types of work we do and happily there is often no competition because few people are looking for this type of really difficult business. Over the past 20 years, various Ideal Jacobs companies have been built: a new plant in New Jersey, two in China, Distribution Centers in Mexico and Belgium and offices in Malaysia and San Francisco. The Asian plants are geared more towards longer run, less expensive parts so that our companies combined can satisfy our customers needs across the board, something they are very happy about. Nothing however, is a given, and we have to continually fight on all fronts to keep the customers we have delighted so they will come back for more.

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## WHEN TO COMPLAIN TO A BUYER'S BOSS

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Let's say a buyer treats you unfairly, asks for a payoff, is rude or is trying to make your life a living nightmare. When do you talk to his boss or write a letter to the chairman of the board? The answer is never. Any boss worth his salt will back up his people. Any boss that would permit a creep as a buyer would not do anything to help you anyway and neither would a chairman of the board. Corporate cultures go from the top down. If the buyer is someone you can't deal with, then save everyone time and either figure out how to hang in until he is replaced or stop doing business with them. If you are at the point of writing the letter, email or posting a comment, then step back and see what you will lose. If the account is not worth the hassle, then leave. Don't write a letter, don't scream and rant, just leave. The bridge you do not burn might help you in the future. People change jobs and change themselves, they can become nice and they will not call you if you make a big hassle. Just leave and the door will be left open for later. Writing letters and screaming takes a lot of energy. You have already wasted too much on these people. Besides they don't care. Just finish what business you have in the best possible way and leave. What happens if the buyer is constantly trying to push you on prices and get faster deliveries without paying extra for the overtime?

A buyer's job is to do the best for his company. While their total focus should not be on haggling on every price you give them and trying to get faster deliveries, it is their job. Hopefully they are smart enough to know you need to make some money at some point, but if not it may be time to find more customers. If he thinks spending all of his time battering suppliers is doing his job, nothing you say will change him, so don't try. This is another great reason to keep going after new customers and various divisions within the same corporations. Always keep looking for new business, because sooner or later virtually all of your accounts will run into trouble. While you may not lose them, you are in a much stronger position if they don't represent a major portion of your sales.

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# WHAT DO YOU DO WHEN YOU BEGIN TO BURN OUT

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Your business has been going fine, your sales have been growing and suddenly you find yourself starting to act irrationally. You're working sixty or more hours a week, you are even dreaming about business. You feel guilty when you are not working. People around you are mentioning you seem totally preoccupied with work, tired and edgy. Once you begin to master the art of selling and start getting business, depending upon how good you are, it will start to consume you. You have finally figured out how to sell and don't want to lose the momentum. You have arrived and are one of the elite. Suddenly, you find yourself constantly irritable, not eating well and things keep getting worse. The answer is to go to the next stage of selling, which is balance.

You have begun to burn out. Like in sports you have reached the point of diminishing returns. In your life there is a time to work, a time to exercise, a time to sleep, hopefully a time for love and a time to plan. A lack of any of these will spell eventual doom for you. There should be no drugs or alcohol. Your mind, spirit and body are your natural resources and your weapons for success. If you abuse them, they will eventually diminish when you need them most.

You must take care of yourself and that fundamentally starts with eating correctly and exercise. Start with time organization. One of the reasons you can't stop thinking about business is probably because you have not organized your life in the most efficient manner. Let's diagram where your time can be spent.

## **24 HOURS IN A WORK DAY**

6 1/2 hours	sleep
1/2 hour	nap
1 1/2 hours	eat three meals plus snacks
10 1/2 hours	work
1 hour	commute
1 hour	workout
2 hours	family
1 hour	personal hygiene

Okay, nothing to it. Stick to the times above and you can do everything on the work days.

## **FOR THE WEEKENDS - 24 HOURS IN A DAY**

9 hours	sleep
2 hours	eat three meals and snacks
2 hours	work
1 hour	workout

5 hours	family
3 hours	entertainment
1 hour	personal hygiene
1 hour	personal time

I know what you will say. What about all of the changes necessary with family and work? Schedules get screwed up, work takes precedence over other things, family commitments add hours and you then end up sleeping less. One of the hardest parts of success is learning to step back, re-organize (often daily) and go with the flow of change. Force yourself to exercise and to see your family and have dinner with them. At first you might rebel, but soon the schedule will create a mindset of change and you will be able to pull back enough from the business to function in a positive growing manner. It not only takes discipline to work, but also it takes structure to force yourself to do the other things that are equally as important.

I generally exchange sleep for more time to work and be with my family, but even getting by on five to six hours a night, five days a week will eventually catch up with you. Good eating, watching your health and exercise will all help to extend your ability to function. But walk the line, don't step over it. Now that I am 61 years old and our kids are grown, my schedule has changed. Since our company is now global, my working hours as Chairman/President begin at 4:15am every workday. I am on email at 4:30am and usually stay on until 9:00pm at night. I work-out every weekday morning and get to the office before 9:00am and leave at 5:00pm two days a week. Because of extreme back problems, I now got my chiropractor three days a week and leave at 3:30pm. Again, with the various company locations worldwide, I am on call almost all my waking hours. It doesn't mean I get a lot of emails and phone calls. Rather our customers, suppliers and all our teams know I am watching and am available as needed. This keeps everyone pretty calm, which means, they can make decisions knowing they can always talk to me as needed. That monitoring continues through the weekends, but I try and sleep later so the overall hours are reduced. I am still in charge of global sales which means that while other parts of my job have changed I still get the incredible advantage of being on the front lines of what is happening. I travel throughout North America, Mexico, parts of Europe and Asia, often with Kayla, our local employees and reps to offer them training, advice, to keep in touch with our customers and look for new pieces of business.

Like everything else, burnout is your fault. Recognize the symptoms and fight back. Structure your life and it will help to keep you centered so that you take time for your own mental, spiritual and physical health. If you don't, you will crash and burn. The only question is how long it will take. Work is great, but life as a whole encompasses more. Don't lose out on experiencing everything.

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## IF YOU CANT SLEEP AT NIGHT IT MEANS

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You are not organized enough for your mind to be at rest, or you have too much nervous tension and energy and your body can't shut down. Exercise (get your doctor's okay first to make sure you are okay) is nature's version of drugs and alcohol. Everyday you must work-out in order for your body to get rid of the poisons(stress) within. If you use artificial means, then you will have to keep using more and more to get the same result, and you will be on the road to oblivion. Exercise is the same in a good way. You will need more to get the same effects but in this case it will make you stronger, mentally tougher and much happier over the long run. If you still can't sleep, it is probably because of either unfinished business or some kind of problems that are pervading your life. You also might want to check with your doctor if the insomnia continues over time. These kinds of things need to be addressed before you even try and lie down. I have found that the making of a decision is often enough to make the difference between sleep and not. Try to have your life in as much order as possible before you turn in for the night.

If you have had a really tough day and your mind is still racing, and you have already exercised to your limit, then do not even bother trying to sleep. Try reading, watching TV or do something to calm down. Once the pattern of staying awake evolves, it is very hard to get to sleep on a regular basis. I believe that working-out is incredibly beneficial both to your body and clearing your mind so that you can think more clearly. It will not only help to get rid of the tension, but will give you a chance to enter the "Zen" area in your brain. This is when you can forget about everything and give your subconscious a chance to go over the problems, come up with potential solutions and at the same time relax your overall being. The more stressed you are, the harder the exercise might need to be and you might consider (check your doctor) first, martial arts, tennis, basketball anything with some type of physical contact where you can release aggression. I still workout seven times a week when I am not traveling and the benefits are amazing.

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## BUSINESS TRAVEL

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You have grown up hearing about how great business travel is. People get to see far away and exotic places, eat at the best restaurants, meet glamorous people and work on giant multi-million dollar deals. Maybe this is true for one out of a million people, but for the rest of us here is your reality check. A business trip in 1997 went like this:

I left New Jersey at 7:00 AM on a Tuesday morning and arrived at Dallas/Ft. Worth, Texas at 10:00 AM. The car I had hired in advance was not there and there turned out to be a mistake, so the new car was 15 minutes late. They did, however, upgrade me to a stretch Limo at no charge which was fun. I got to my appointment in Ft. Worth at 11:00 AM and saw my two potential clients, grabbed a sandwich and went back to the Airport at 2:00 PM where I worked and had another sandwich for dinner until the plane left at 6:45 PM. I arrived in Omaha, Nebraska that night at 8:30 PM and went to my hotel where I swam in the pool and went to sleep at 10:30 PM. I often bring food with me on trips, because I do not know when I will get a chance to eat, so I know at least I have something nutritious if I get hungry.

The next morning I went to see my customer in Omaha at 8:00 AM. It was actually a two day course they asked me to attend. I had the class until 4:00 PM and then saw a customer until 5:30 PM. Breakfast had been non-fat muffins and lunch was a sandwich. I went back to the hotel, worked-out in the gym and had two salads for dinner. At dinner, I was on the phone with a man from my office discussing the day. Then, I went back to my room where I watched a little TV, took a shower and went to sleep. I was also practicing a speech I was giving the next week during this time. The next morning, I got to the course early to meet with one of our customers and then left at 2:30pm. I got home that Thursday night in New Jersey about 10:00 PM. I had a salad and went to bed. The next morning I got up at my usual 3:30 AM time and went to work.

Here is one I did with my daughter Kayla in early 2017.

We were driven 90 minutes from New Jersey to JFK Airport in New York on a Saturday and got to France the next Sunday afternoon. We had an appointment the next morning at a customer. We then spent the next 12 hours via two plane flights getting to Timisoara, Romania. Both of us lost our luggage. The next day we had sales calls in the morning. My daughter got her suitcase back, and then we drove north for a few hours getting to our hotel by early evening. The next morning, we made sales calls and went back to the city that we arrived in, and I got my suitcase back. We took two more flights to get to Austria and were driven to Slovakia that evening. The next morning we had a sales call, drove six hours to another sales call in Austria and then took two flights to get to France that evening where our luggage was lost again. We had a sales call the next day and spent the

rest of the afternoon trying to get our luggage back and we failed. We did take an hour mental health break and visited the Louvre in Paris. That was fun. The next morning we left the hotel early, finally got our luggage and then went directly to the airport where we flew to Germany. Once there we were stopped from boarding our plane home because of some passport problems but eventually made it on. We got home that night at JFK Airport and still had to be driven 90 minutes to get home.

Neither set of trips was glamorous. And travel has not gotten easier over time except that the Business Class Airline seats are better. They involved a lot of time, expense and took huge amounts of energy plus days of recuperation afterwards from jet lag, sleep deprivation and very long work days. In addition, we are all still responsible for everything we normally do when not traveling. If there are time differences, our days are extended to cover as much of the New Jersey workday as possible. It is also, however, the best way to get to know customers, see what is needed, what is new in the marketplace and what new products might be of use. Nothing replaces going in person. For that reason, I will keep doing it wherever in the world I think it is worthwhile.

Business trips can be exciting, highly profitable, a great way to build your future and a fun way to see new places. However, they also involve a great many working hours, a lot of unrecoverable expenses and coordinating schedules of everyone involved. Combine that with delayed, cancelled and missed flights and screw-ups with cars and drivers, and you get an idea of how crazy it can get. You have to have the attitude that nothing is solid and everything can be modified. It is best to think that you are being guided by fate to be in the best place at the right time, even when it seems like a disaster. It is at those moments of huge stress, anger and panic that you have to step back with all the problems are building up on you and say to yourself, why is this happening and what am I supposed to be doing differently that would make sense? Then take that idea and make it into positive outcome. It is extremely hard to do, especially when you have not slept much, are eating non-familiar food and you miss home. When you can do it successfully and keep your mind and perspective clear, then being on the road and life for that matter will be a lot more fun and make a lot more sense over time.

One last example of what can happen.

I was at the end of a European trip, in Germany on my way to Ireland to see one customer before going home. He emailed me to say he was canceling our appointment because he was going to go see a soccer game in Scotland. It did not matter that I had booked my flight and hotel already to see him and as there was no one else at his company I could see or any other customer nearby, I was stuck. I emailed him that I hoped he had fun at the game and when I arrived in Dublin I rescheduled my flight out for first thing in the morning. If you are on the road, things like this will happen. If you can't handle them graciously with good will and humor, then you should not be put there. You have to sit back and laugh (it may take a few hours to mentally get there) and chalk it up to human nature, life and move on which is what I eventually did.

The man was not evil. He had an agenda and he followed it, as did I which was to get home earlier than planned. I got the benefit of having gone to see him by just making the effort and in the end we all won. Although I am not sure if his team was triumphant or not.

If you always dreamed about business travel, be careful, you may one day get your wish. If you can handle the road well, it is one of the fastest ways to get sales and prosper.

# NOTES



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# WHEN THE UNEXPECTED HAPPENS

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How many times have you seen a sporting event where everyone is sure someone will win and they don't? This situation occurs everywhere. If everyone is positive that something has to happen, then it is extremely likely that it won't. Life is full of paradoxes, count on them. Use them to your advantage.

Act in the mode of David against Goliath. Set yourself as the underdog, the kid who is trying to make it against all odds, the scrappy fighter. Do anything that will put you in a position where the buyers will see you as someone alone who needs help. Most people, especially Americans, can relate to being in an arena surrounded by enemies of immense size with little chance of survival, let alone success. People will want to help you, make sure you let them. Potential buyers want to see you win, at least to a small degree. They know what hardship is, and they can identify with it. Besides, if you start getting some of their business it will scare their current suppliers into reducing prices, giving better service and higher quality. Competition is a good thing, even if it comes from a small source that is theoretically not a threat. Everyone, however, has the potential of creating trouble. So for those who currently have the majority of the business, if they are any good, will take notice of you immediately and try and make your attempts at more business as difficult as possible.

Try to find situations that are close to impossible, then work your butt off and once in a while you will come out the winner. Suddenly, your level and stock have risen, and people will start to look at you as a winner instead of someone to pity. The annals of American business are full of those who seemingly had no chance to succeed, but went ahead and won often after many failures.

You will never get business until you are ready to handle it. Buyers know what they are doing, so not only do you have to sell, but also you have to be able to execute, because you will rarely get a second chance. The more you can handle, the more you will get. The market regulates itself and you with it. Constantly remind yourself how difficult your job is, how almost no one could do it and that you want to become one of the elite and are willing to pay your dues to get there. This road is filled with the corpses of those who thought they could work hard enough, were tough and smart enough to take the sales from someone else. Very few can do this but if you are one of them, then your future is only limited by how hard and far you can push yourself past the level of competition that is already in place. Don't ever feel sorry for the people who don't make it. They got the chance to be incredibly successful, and they could not do it. It is your turn. Keep focused on the road ahead and the success that lies in front of you.

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## MISSED OPPORTUNITIES AND THE PERCENTAGE OF LIFE

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I had one of the greatest opportunities of my life in college at the University of Delaware. I am talking about girls. I was living in a dormitory complex that had about three hundred of them. The great part was that almost none of the guys asked them out. The difficult task was left up to about four of us to try and date as many as possible, and we took our work very seriously. It was like being let loose in Fort Knox. There were girls everywhere and never being shy, I would always ask out what I considered to be the very best. I did not have a problem because I found that the beautiful girls often scared away most of the guys. They all figured the most beautiful women were busy or they would have laughed at their asking. Therefore, many of them sat home, all alone. I did not have that misconception, another great piece of advice from my Dad, and ended up taking out some very interesting women.

When I first started dating, I was fourteen years old and fortunately I met a girl that I would date, off and on, for the next five years. I got a world of education from her (I am not talking about sex) about what women liked, how they thought and she taught to me how to listen. I learned that often all I had to do was say hello to someone new or ask one question and the rest would come from them.

Back to my college experience. There was one girl there named Debbie who was absolutely gorgeous. She was rumored to have a boyfriend with a Porsche who would come down on weekends from Wilmington, Delaware to see her. She seemed nice and I decided to ask her out, in spite of the rumored guy with the car. She said yes, we went to a movie. We were walking back to the dormitory and met one of my alleged friends who had been drinking. He looked at her and looked at me and with an incredulous look said to her, "You are going out with him?" He looked at me with disgust that I would have the guts to ask her out and he staggered off. Of course the guy was a idiot, but it drove home the point that you will never taste success unless you try. The confidence I learned from dating came in very handy for sales. The fact that I only assumed a one in three success rate when asking woman out also helped. I was prepared and expected rejection and knew that if I got turned down then the odds were eventually go in my favor, which gave me confidence to keep trying.

Everything in life can be viewed in percentages. Dating, selling and life itself. If you spend 80% of your time being extremely happy, 10% being happy, 5% being okay and 5% being somewhat unhappy, you are doing incredibly well. As I wrote before, and will repeat myself again, a day is not lost because one bad thing happens. Play the odds in all walks of life and you will probably be much happier in your outlook and success, and people will be much more inclined to deal with you. Changing your life to try and be happy 100% of the time is both foolish and impossible. Chasing that last 5% will ruin the

other 95%, so don't make the mistake of thinking life could be perfect if you changed something like your wife, your job, the city you live in or other huge areas of life.

Selling is the same, you will never get sales from every call you make. You will never get all the business from all of your customers. You will always be losing pieces of business and companies to deal with. You will always make mistakes that will cost you money and customers. If all of these things are not happening, then you are not trying hard enough to become more successful. By taking the chances to fail, you are also elevating your odds to succeed. You can't hide your head in the sand and hope good things will find you. There are too many people like me out there who will swoop down and grab the business from you because you were laid back and docile. Selling is a game of aggression, intelligence, taking huge chances and being very willing to look like a fool because you tried something new. If your ego can't take failure, not looking good and not winning, then change jobs. If you make enough intelligent sales calls, the percentages will swing towards your favor. It is one of the rules of business, so let the odds work for you.

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# THE PEOPLE AROUND YOU

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You have heard that  $1 + 1 = 2$ , but in sales or life that is not true. The combined efforts of two individuals working toward a common goal can change that equation to  $1 + 1 = 4$  or 6 or 8. It is also true in the other direction that  $1 + 1 =$  less than 2. How do you swing the percentages in your favor? No matter how good you are in sales, you will get to a point where they will level off because you cannot work any harder by yourself. You will have to rely on other people. This can be good or bad, depending on how you go about it. If you feel that the people around you are trying to “get you”, torpedo your sales and wreck your life, then you are probably right. Even if they are not, you can make good people turn bad by your own reactions of suspicion and nasty demeanor. On the other hand, if you are able to motivate, teach and bring happiness to the people around you and create a team, your sales, your business and your life can be as great as your dreams.

For instance: You have an associate that is supposed to help you. If you are just starting out, you are probably sharing that one person with another salesman and the problems always arise of how you can maximize this person's ability to assist you. If you are supposed to get  $1/2$  of this person's time and if he works an 8-hour day and with lunch and breaks, you can expect to get about two hours a day of his time. That is it. So if you are expecting more, you are going to be frustrated before you start. If you are angry, it will show and he will also then be upset and it will affect his ability to help you at all.

First, decide where you think he can help you the best. List all of your activities and how you think he can help. Something like the list below:

- Set-up appointments and keepin track of appointments

- Sitting in on meetings for notes

- Filing

- Social media

- Expense accounts / Billing

- Answer telephones

Decide in order which areas are the most important to you and show him the list. If he agrees, discuss how much and where he can help. Do not expect him to do more than he is willing or supposed to do. Then you have an agreement. Stick to your end and don't ask the impossible and be nice about whatever he accomplishes. The odds are good that the other person with the other " $1/2$ " will not do this and create a lot of animosity. This assistant will then favor you anyway, and will probably give you more time which will help build more sales. This means you will then deserve your own full-time associate. People are not machines. They have feelings and want to be appreciated and praised. If you are fortunate enough to have someone good working for you, then treat them like gold and they will do more. If the person hired is lousy, then don't give them any work and he will torpedo the others. I know this

sounds crazy, but if necessary, consider (carefully because your management may not like this) hiring someone yourself part-time if your boss won't do it. Have your new assistant do what is needed. That will give you the extra time necessary to increase your sales until your company decides you are worth hiring the assistant for you. If the company still refuses, you can always stay as you are or decide you have had enough and go work for another company.

In the world of corporate politics, having an assistant is a status symbol. Those involved are often treated as pawns, do not fall into the trap, and treat everyone as equals and watch who you can count on. It will not only help in your career within the company, but also train you well for the field outside. Once you have your own assistant, you have the nucleus of a team. If you are smart, the team includes your immediate boss, other salesmen in the area and anyone else over whom you can exert a positive influence. Teams mean you all give and take and there is one leader. You will probably be part of multiple groups. When you are in charge, act like the leader. When you are part of team and not in command, act like a team member should. In any situation, try to insure that your members are taken care of. Your primary emphasis is on yourself, but you are only as good as the people around you. If you want to make hundred of thousands of dollars a year, you need to have a great support team both at work and at home.

I found a limousine service in Germany via the Internet run by a man named Peter. I had other stops during that trip besides Germany and he said he could handle it. I was a little dubious at first, but sure enough I trusted him and the drivers he got me were on time, spoke the local language, were extremely helpful and took care of me when anything went wrong, which sometimes happened. Of course, I paid a little more because he got commission for the others, but I did not care because he was also ultimately responsible and he made my life very easy, which is incredibly important when traveling to other countries. My wife had always wanted to go to Ireland, and we decided to go with another couple. They left the arrangements up to me both because I had experience with good people to help us, and because my smart wife figured if I planned it then I would have a much better chance of having a good time. I used Peter to book the drivers and sure enough they were on time, knowledgeable, pleasant and knew their way around the countryside. I told my wife and our friends that these drivers were our keys to having a good time, so each time we made an extra effort to be pleasant, include and offer to feed them. They in turn helped us with the local people, got us to the best places for our needs and were generally fantastic to be around. We could have regarded them like low level employees who were not people, but instead treated them like equals. They added a great deal of joy to the trip. There is no such thing as a lower class human being. Everyone deserves respect and to be treated well, until they prove otherwise. If you keep that in mind, life will be more pleasant, productive and you will be amazed at who can end up helping you in various situations.

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# LIFE AND LOST ACCOUNTS

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The economy is going well, at least for now. Your sales are building. You are making money. The worst is over, right? Wrong. There are a few things that are definite in this world besides death and taxes, but there is one more if you are in sales. You are going to lose accounts, and you have to always remember this so you don't get lazy or feel entitled. If you are losing accounts because the economy is bad and your customers are going out of business, hopefully you would have seen this coming, analyzed the market, tried to figure out what areas will not be hit as hard and tailored your products lines to fit those industries. If you are good, you have already begun attacking those new industries, so when the time comes, you have a place where you are already adding new customers.

Of course, if you have lost accounts because you (this includes your company) screwed up too many times, your competition has frozen you out or your product lines has become outdated, you have the additional problem of having to fix things while going after new sales.

The point is not to rely on what you are doing now. You must be always fighting for new business, new customers, watching for new developments and trying new things. Consider spending money and time on new research. Follow your dreams. Go into areas that create a passion within you. Read at least one newspaper per day or gain information via the Internet plus your related trade journals. Watch everything with an eye to your marketing and potential sales, both for new and existing customers and new product lines. You are in the toughest business fighting against people like me. I will crush you if given a chance. Don't give me the opening. Find my weaknesses and make them your strengths.

There are four areas of business, price, quality, environmental betterment and service. No company, that I know of has all four. You are very fortunate to have the best of three. My company specializes in rush service, quality products and we have an environmental management system that has been nationally recognized. However, I can be attacked on price for very large volume and simple orders, so I don't go after them. Knowing this I sell to my strengths, as does every other good salesman. It becomes a giant chess game, but constantly remind yourself that you will lose accounts, the economy does go bad and business niches change. Be flexible. Be ready or die.

If we can now excel in all four areas, then a lot of other companies can do the same. The level of competition worldwide is much tougher then it used to be and only getting harder. It means you have to focus on your core strength even more than before, because those are the only things to separate you from the pack. If you don't know what they are or don't think you have any, then I suggest your first task is to find something that you and your company is better at than anyone else. If there aren't any, then your job of selling is going to be much harder and you will have to reduce your prices to try and compete because that will be the only weapon you have left. It is not a good position to be in.

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## SOMETHING BAD

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They say that everybody does at least one bad thing in their life and I believe it. Somewhere along the line, circumstances will line up to move you in a direction that drives you to do something that you would not ordinarily do. Once done, if you are lucky, there are no further repercussions except that of guilt. However, one of the single most destructive forces besides hate is guilt. Hate and guilt will both sap your power and color your life. They can sour your outlook, destroy your relationships and insulate you from all that is good. It is that reason that I try not to give in to either.

In the case of hate, this emotion can be somewhat thwarted by centering on the individual instead of a group and chalking the bad act up to ignorance or basic evil. If extremely necessary, revenge can be utilized but never immediately and only when the act cannot backfire. That, however, is almost impossible. The act of revenge can cause even worse results than the initial act. Therefore, try to avoid it. Taking the high road is almost always the best way, but we are all human so do the best you can. In the case of guilt, if you tend to take in a lot, then try and not do things to cause it. I still feel guilty for things I did 50 years ago. The best I can tell you is try and live the most moral, positive, helpful life possible and the least amount of bad Karma should be generated. If you do something bad, sometimes you can offset it by doing something really good. I find that donating to good cases or doing kind acts can help reduce the potential bad results.

I slept with a married woman before I was married. It was one night, and the guilt I carried for years was horrible. As time went on, however, I realized a very important lesson. The remorse that I carried made the idea of being unfaithful to my wife impossible. There was never anything worse than the guilt I felt. I would never take on more, especially hurting the woman I love in the process. While the initial lesson was terrible, the prevention of any similar future behavior was fantastic and amazingly, I am grateful it happened.

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# CALL IT WHAT YOU WANT

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Call it obsessive, call it compulsive, call it checking, I call it success

I normally check things at least three times to make sure they are "okay". I often straighten pictures and make sure all things are neat. I check faucets to make sure they are not dripping and ovens to make sure they are off. I have it set it up in my office that I am not the last one to go home so I do not have to check everything numerous times before I can leave. I have gone back to the office on nights or weekends to make sure something is turned off. In short, I drive myself and the people around me crazy. On the other hand, this behavior also has some great benefits. The same thing that forces me to check that the kitchen stove is turned off also consumes me to be sure a customer's job is done correctly. It has forced me to keep calling on someone until they eventually break down and place a first order. It enables me to keep driving at anything I want to accomplish until I win or decide it is hopeless. If you have this kind of obsessive personality that dominates you, then congratulations because it can also make you a fortune. I suggest you don't try and change it with medication. Rather, simply modify it to be positive where possible, so it doesn't destroy your life. My obsessiveness goes in stages getting continually worse until I recognize it and remember to shout "stop" to myself. This reminds me I have gone too far and have to ease up on the craziness. The cycle then starts over. It never goes away, but the good results also stay constant and they are wonderful in the results they produce.

On the good side, this behavior also enables or forces me to finish what I started, maximizes my efficiency and increases my will power. I am able to do the things I dislike first, out-manuever my competitors and formulate my ideas within a structure that invites success and enables my customers and suppliers to share in its consistency. In other words, I have turned a negative into mostly a positive. If you can do that, then your chances for the success you crave have suddenly gone much higher.

There was one instance where I traveled from New Jersey to Massachusetts. My part-time driver Mike and I left my house at 4:00am. I had two meetings starting at 10:00am and then we drove back home. The point is that with the way "I am built", it never occurred to me not to offer to go see these potential clients. I also gave no thought about doing it in one day, the time it would take and the expense. I am genetically programmed to sell. If that means going half way around the world to get a chance at new business, I do it. Being Obsessive Compulsive, Germ Phobic with Attention Deficit Disorder like I am, can be life crippling or it can make you into an almost unbeatable force if you make them work together for you



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## THE LADDERS OF LIFE

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Everyone does something bad occasionally. Often it is not intentional. Rather it is something done at the spur of the moment, without thinking about the consequences. I was once told a philosophy by a rabbi who was trying to help me deal with a bad act.

He explained that life was broken down into a series of ladders. Each ladder represented something important, like integrity, honesty, your family, love, etc. Your life is positioned on each ladder and changes continually according to your actions. Some things you do are considered good and you rise up a rung or two on that one ladder, or something that is not so good lowers you on another. Your goal is to conduct all of the aspects of your life in as positive a way possible to raise your position in as many areas all the time. However, it is also recognized that we are human and sometimes your position changes downward before it can start up again. By looking at the overall view, your individual mistakes take on less importance and the general movement upward toward betterment becomes the paramount goal.

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# CHOCOLATE AND FRIED CHICKEN

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When I was a teenager, I was taught that eating chocolate and fried chicken helped to make your face break out with pimples. Since I did not want that to happen and I really liked chocolate and fried chicken, I tried an experiment to stop eating them. I thought about eating enough of both of these items until I got sick. The mere thought of them overloaded my sensory taste system and I no longer craved them. It actually worked, and I rarely ate either until I was in my twenties. The point is your mind is a formidable piece of equipment. You can make yourself believe in almost anything and use it to make changes to your behaviors. All you have to do is decide what is in your best interest and do it. As I watch my three wonderful kids, now grown up and on their own, I marvel at their abilities to guide their own lives, determine what is in their own best interests and then follow those paths. You can either lead your life or let life lead you. You can either have a plan, or be part of someone else's. Life is full of responsibilities for ourselves and then to others. As a successful salesman, you will be able to manipulate yourself to do whatever you deem best. You can also do the same for or to others. Make sure your life is one based on being in charge of your own destiny and choosing your own paths, instead of letting some one else do it for you. Once you can do it, you can help others to do the same. Speaking of which, people have told me I have no right to try and maneuver anyone to do what is in their own best interest. They ask what right do I have to try and alter people's lives. They say I am not God and should let others go their own way. The gifts that make me a good salesman enable me to understand what others often can't. If I see something that could be changed for the better, would I not be lacking and shirking my responsibility to them if I did nothing? If I determine that one of my employees, with a few changes, might become much more successful, should I not mention it and try and convince them to try? As a father, should I not advise my kids on the best life paths that I see for them? I am not saying I dictate what had to be done. Rather, I will suggest what might make things better, and with their permission, help modify events to ease the journey. Not doing something is still an action. If I am responsible as a boss, parent or friend, then I might as well do what I think best for all concerned since the results are my responsibility no matter what happens.

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## DOING THE RIGHT THING

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There are many times in your life when the paths are clear. You know what the correct course is, you follow it to the betterment of all, and everyone is happy with the outcome. As a salesman or a boss, those are the easy and good times. Moving people to the best positions for them can be a very happy experience, but there are other times when the right path has some unhappy consequences. If you don't have the stomach for what can go wrong, unintentionally hurting the people you like and love, you will never reach your highest potential.

We had a big problem with a job, not our fault, that was for a customer in Mexico. We have a Distribution Center in Guadalajara, and our team leader there was tasked with refitting about 15,000 plastic panels. I decided that the only person who could be in charge of the project was our VP of Manufacturing here in New Jersey. He did not hesitate for a moment and moved down there for a month under lousy conditions until the job was repaired. Again, it was not our fault, but we did what the customer needed. That is what we do. Unfortunately my VP's, best friend was terminally ill at the time and he passed away the day before my guy returned from Mexico. I had sent him away, and he missed saying goodbye to his boyhood friend. I felt terrible. I was responsible. I knew the possibility was there when I sent him, and I did it anyway because he was the only man for the job. He also knew the possibility his friend would pass was there, but he went willingly because I was counting on him. I robbed him on his chance to say good bye. I would do it again because it was the correct decision, but I carry the guilt with me. It was the right thing do, but that did not make it any easier.

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# GOOD THOUGHT GOOD LIFE

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What are you thinking about right now? Problems with your job, your spouse or your kids? Are you unhappy because you are not making more money and not respected to the degree you think you deserve? Are you concentrating on all of the good things that can happen and how much better life can be if you can make them happen?

For instance—a good thing. Let's say you are thinking about getting more business. By bringing in more sales, you are helping yourself and your company. By helping your employer, you are helping to create jobs and increase the good fortune of the people who work there now and in the future. Those people can then use their money to create better lives for their families and the country as a whole. With the additional money you plan on making, you can also help raise your families' standard of living, which can mean a nicer house, better schools and a safer environment. You can also donate to those enterprises that you feel are worthy and can make immediate and long-term effective change locally and throughout the world. As you make more money, you are helping others in your company to do the same thing, thereby helping to raise their standard of living and they can do the same for others.

Positive thinking can lead to positive acts, while most negative thoughts don't. You can spend your time being angry at a neighbor because their music is too loud, or you can use the limited time you have to plot a course for your personal advancement and the movement forward for others. The limits on how far you can go rest solely in your hands. If you work harder and smarter than your competition, then by definition you will become more successful. The choice is yours. Be positive. See the world for what it is, and change what is possible in yourself and others for the benefit of all.

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# TIME IS EVERYTHING

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Back to sales. In regards to calling people you do not know, sometimes you can reach those who are usually impossible to find. I once spoke to the president of a very large oil corporation, because I called him before his secretary arrived. In addition to calling early, you can also call during lunch or after 5:00 PM. The ringing phone is often too much for an executive to bear, and they will answer it, unless of course, it goes to voice mail. Over the past 20 years, the ability to find and contact people who used to be hidden has risen immeasurably. With tools such as Linked In and other social media, you can now trace most people where you could not before. You can even contact them directly, but the rate of response, for those who don't know you, will be incredibly small. How do you use these new weapons of sales to your best advantage? As with everything else, the answer is to use your brain to try and figure out where these people will be and when and how to get at them.

Under normal circumstances, potential customers are at their office phones from 8:30 AM until 11:59 AM and 1:00 PM until 5:00 PM. These are often the times they want to be contacted and off-hours can be considered an annoyance. Most don't want to be contacted on their mobile phones for introductory sales calls, so I would suggest not using them unless you got their number from someone you can use as a reference.

If you do call at other times, be prepared for the annoyance factor and then ignore it. Hope that your focus will have them forget about their anger and center on what you are saying. Make sure you are ready with your message in case the person you want actually answers, because you will only get a few seconds to hook them or they will cut you off. Speak rapidly enough where they can understand you, but not slow enough where they can cut you off. Most people will not hang up on you if you are talking and if you have something that will benefit them. They will generally listen for at least five seconds. The questions becomes what can you say in that short time that is important enough for them to keep listening? I know what you want (which is sales) but what do they want? What are you offering to them that their current suppliers are not already giving them? If you say better quality, service and price they will hang up on you because that is what everyone else says. What makes you different, someone that it is in their best interest to know? What can you do for them?

Remember My First Rule of Sales

What is the most important thing to a buyer besides their families? The answer is their job, and the second most important thing is a better job.

Therefore if you are not offering anything personally of use to them (I don't mean bribes), then why should they listen to you? Believe me, they won't. The fact is that it is easier and much more efficient for them stay with the suppliers they have. You better have something great that will help them regarding Rule Number 1. How can you help him if his lines go down and his current supplier can't bring in enough products to keep them going? What happens if a line goes down because it is a new product and an unforeseen problem comes

up which demands a new part that has not been created yet?

When I talk to people for the first time, I usually stress the fact that our company is 96 years old, my daughter is the fourth generation and we specialize in very difficult parts composed of metal, plastic, adhesive and printing. We love difficult jobs, have no minimum orders and have no problem with rush jobs. This means if their line goes down on a Friday afternoon, they can contact us and we will be happy to talk to them and try to find a solution immediately. We do not just tell them to call back the next week. Our customers are like gold to us, especially when they are in trouble. We will do almost anything possible to help them ourselves and point them in another direction to a solution. If you have five seconds with somebody important and you tell them that, then you have a much better chance they will remember you when the opportunity comes.

How do you increase your odds evenmore? To be honest I don't call people first anymore. I think it is much more powerful if I show them what our company has done and can do for them. The first step is to get products in front of them. With the use of Linked In and the Internet, you can often track down a buyers location. I will send them our sample-kit in advance and then I will follow-up again through email because it is not intrusive. I have found that our packets along with copies of two of my books, one I autograph for them as well as samples and background information, will often catch their attention. I stay in contact a few times a year with our mailings. If I am in their area, I try and stop in if they will let me. Sometimes, I get lucky and we get started quickly, other times it takes decades. It is all in the odds. The more people you go after, in an intelligent manner, the more actual customer's you will get, it is one of the few guarantees in business. There is nothing wrong in trying to call the potential buyer first and get an appointment to see them. Since business is now global, that would mean you would be traveling all over the world on initial sales calls that may or may not be worthwhile. Sending the information in first helps weed out those who have no interest and enables you to determine how much potential worth they have.

Your results also depend on what type of materials you send for the initial review and your follow-up mailings that come later. If you have an impressive sample-kit (like we do) with books written by the president and then send other mailings with a calendar, notice of more publications and other things that will be of interest to them, they will not only look at them but hopefully keep them on their desks as a permanent branding reminder of your company.

People want to be associated with winners. If your company is one of the best in your field, it is your obligation to get your potential customers to understand you are one of the best. If you are growing and opening up all over the globe, that is something they should know because they too may have facilities in those areas. They need to know that you have proprietary products that are better than what they are using now. If you are able to deliver a certain type of part in one-third of the time of your competitors, again your potential customers need to know your capabilities. It is up to you to get them the information

in a format which works for them. Forget about what you want. Focus on what they need. After they are satisfied, you will get a chance at their business and a lot of it.

## NOTES

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## FIGURE OUT HOW MUCH YOU WANT TO MAKE

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There are 40 normal hours in a standard workweek, 160 in a month, and about 2000 in a year. If you want to make \$50,000.00 a year, divide that by 2000 hours and you get a per hour rate of about 25.00/hour. Decide if the clients you have can generate sales that will make you \$25.00/hour. If you want to make more, try to figure out how to get more and/or higher profit sales from your current clients, or whether another business offers a better potential with a different client base. Be very careful about changing a system that is making you a living. Try to use a small segment of your time for new things, and use that as your personal research and development area to help you decide where you should proceed. Ultimately, your time is your own and if you squander it or don't use it to the best potential, then you will be the big loser. However, if you are only willing to work 40 hours a week, then the odds are good you will be stuck making \$50,000.00 a year indefinitely. With the advent of the Internet and the Social Media Era, your working hours should now be extended if you expect to be able to compete for the big money. I am normally on call, answering and sending emails from 4:30am until about 9:00pm EST every business day and 8:00am-9:00pm on the weekends. While my actual time in the office is less than 40 hours a week, I am working at least twice that. I love my job and have a passion for our company. I think about it all the time planning for the future, looking for inefficiencies, checking on our personnel, making sure are systems work better, helping to create new products lines, being the initial sales opener, looking at new alliances and taking care of trouble wherever it happens. If you want to make a lot of money, you are going to have fight people like me to get it. If your discipline level is not up to mine, or you are not willing to go the extra mile in anything our team will attack, but it is not impossible. You just have to decide how much of your life you want to dedicate to work and go from there. However, if your work is your passion and you love doing it most of the time, then you are not taking on a prison sentence. Rather you are placing yourself into position to get what you want on a long-term basis.



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## STOP THE GUILT

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You just messed up an order for your best customer and the account is in jeopardy. At the same time, you just lost two other customers and life seems to be falling down all over. Stop and take stock of yourself. If you are not making mistakes, then you are not taking enough chances and not making enough money. Taking chances that don't work and messing up while not pleasant things will often put you into an energy frenzy that will force you to come up with brilliant solutions.

Until you are badly stressed, your mind will never work at top efficiency. The pressure will enable you to think and be more productive than ever before. It will allow and force you come up with solutions to whatever problems are happening. If you come up with nothing other than acceptance of the loss, take the lumps and keep on going. You are fighting against the best people in your business. They make mistakes too. You can capitalize on that and gain their customers. It is a giant chess game. The more stress you can handle, the more mistakes you will make, and the more solutions you will come up with. It is a great continuum that can either get better or worse. It is up to you.

Remember everyone makes mistakes. To capitalize on it and make money is good selling. The more sales you gain, by percentage, the more problems you will have. Accept the fact that the more successful you are, the more trouble you will have. If you don't want the problems, then retire or go work in some other occupation. Also, give yourself one chance to make a particular mistake. Learn from what happened and endeavor never to make the same error again.

Always remember to take immediate responsibility for your mistakes and those of your company as soon as they become known. Do not avoid your buyers. Tell them what happened and make sure you have a plan to fix it when you first speak to them. Stay in contact with them so they do not feel isolated. It will be difficult, but the way you handle trouble will often dictate whether you get more business in the future or lose the account. The longer you are in sales and the more business you get with one particular customer, the better the chances that something will go wrong. It has to happen. Think and plan in advance about how you will handle it so you are ready.

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# LUCK

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There will be times when the world seems to be falling down and everything is going wrong. Salesman's luck goes in streaks. Count and depend on it. There will be days, hours or minutes when you can do nothing wrong. There will be times when nothing goes right. Learn yourself, and your patterns. When the iron strikes and you are hot, make your calls, talk to those people who have escaped being your customer, go after everything and everyone. Now is the time break open the new accounts and find new business.

When you go cold, keep your calling to low level prospects and do paperwork until it passes. However, if you promise to call someone on a particular day, I don't care if you are cold, call them anyway. Commitments transcend cold streaks and there is never a reason to stop working altogether. Keep going and your luck will eventually turn.

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## SALARY VS. COMMISSION

### (A PERCENTAGE OF THE SALE)

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Obviously, when you are just starting and have no sales you have to be on some type of salary or combination of salary/commission. But as soon as you are established, commission is generally the place to be.

If you hustle, work hard and intelligently, you want a percentage of what you sell. It is where the real money is and it gives you the most independence because the sales are yours. In my case I loved it. Commission gave me freedom from my father and everything else, because I knew what I was owed and how long it would take to come in. I did not have to worry because I never stopped selling. It was the most carefree time of my life. I was making a lot of money and did not have to be concerned about any other parts of the business, except producing my own orders and keeping my customers satisfied.

The thought of "just making a part of what you sell" can be a terrifying with nothing guaranteed. However, if you have the ability and tenacity to keep going, it can be the best thing in life. You have control of your customers and with that, your bosses because these are your accounts. Depending on the type of employment contract you have (be very careful what you sign), you can take your customers with you when you leave. It is the ultimate freedom with a lot of power but as usual, it is a position in life bought with extremely hard work, dedication, continual learning and an incredible desire to keep climbing. Another caution regarding any contract you sign:

**Make sure it does not stop you from working in the same industry in the same geographical areas and you can keep calling on your current customers. Your employer may try and fight you on this, so have an attorney review everything and make sure everyone knows what will happen when you leave.**

The problem with being successful on straight commission is that sometimes your management will get jealous because of the money you are making and either cut your commission rate or reduce your sales territory. Again, the type of employment contract you have will determine if you can leave the company and take your customers or leave with nothing. Your customers are your only assets. Treat them like gold because they are and protect them and yourself as much as possible. I cannot repeat this enough, be careful what you agree to and verbal contracts often may not hold up in court.

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## DO IT NOW

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I am amazed at how much I get accomplished simply by doing things quickly and how much our customers like it. Whether it would be giving prices right away or any other information requested, the faster we moved the better they liked it even if it was to say we were checking and would get back to them soon. This has also spread to all areas of my life. If someone asks me for anything, I try to do it immediately. Doing it now will make your life easier, richer and much more efficient, because your time is a finite asset and you can't get more.

## NOTES

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# JOURNALS

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If you are interested in sales, then you are interested in people. If you are interested in people, then you are probably voracious in your appetite for those who have made it “big” in your area. Other areas of interest include how people got various accounts, handled problems that you also experience and how they deal with the relationships with their peers, bosses and those at home. Therefore, it is imperative that you not only monitor and absorb of all types of useful information about others, but also start writing yourself. You can begin writing by a simple weekly or daily journal of the places you have gone and the people you have met. If you are on the road, you will begin to have interesting experiences just by the fact of being in different areas.

I began writing journals when I was in college and have kept them off and on for years. Looking back has always been fascinating and very productive in charting my progress in various areas. If you are not sure how to start, pick a day, like today, and then write down a sentence to describe what happened. As time goes on it will either become more detailed or you will stop. Your journal can lead to longer pieces of writing about your life or various aspects of your business. You can then write pieces that contain information, anecdotes and advice that might be of interest to your customers, friends and suppliers. You will not only personalize yourself to them, but they can also be used as a non-intrusive low-key selling tool.

People are usually interested in other people, and they are always fascinated with anything that involves them. I make sure to mention companies and locations in my books so when my customers read them they can immediately identify that they were involved. They like to be part of something and your writing can be an easy way to bring them onboard to your team. Once they start reading, and it is of interest, they will keep going which means you will always be in the back of their minds. That position in their brain can take years to achieve, but once implanted, it will mean they will think of you more often than others when things need to be bought. As for me, we generally publish an annual book of my diary of the past year. This year we will print 7,500 copies and send the bulk to customers, suppliers, friends, relatives and anyone interested all over the world. We save the balance for the new sample-kits that go out to current and perspective customers. We also send a mailing out with a card with a web link so they can download my latest book for free. Some people don't like hard copies, and they are expensive to produce. We now have thousands of contacts globally and most of them are familiar with my writing. Whether they read my books or not is irrelevant. What counts is they know me as the guy who “writes the books” and that piece of branding is incredibly beneficial in helping our company get more sales and grow. The other benefit is it gives me an audience for my work as a writer, and it is wonderful to know people read and enjoy them.

You, however, do not have to start out with books. You can write an article about a particular segment of your industry or how you solved a problem and

email it to your customers. Anything you produce that will help them is of interest, so don't think you are bothering them. If you decide to write a monthly or quarterly newsletter, don't do it half way. Make sure it looks professional, is accurate and you send them out when you promise. In the appendix is a log of my first journey to Hong Kong. It shows you an example of what I mean.

# NOTES

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## LAST CHAPTER

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If you are still selling by the time you have finished this book, then you are either a salesman already or have decided to give it a try. I wish you the best of luck in your adventure. I hope I've helped. Remember, even if you decide sales is not for you, it does not mean you will not be successful. It just means that this particular road will not work for you. Give yourself a reasonable amount of time to try everything, but remember to stand back and really analyze whether you are good at this. Being a mediocre salesman is a life filled with frustrations and unrealized goals. It is a horrible path, so don't waste yours if you were not cut out for it. If you are not in my industry I wish you the best of luck, lots of success and a very happy life. If you decide to compete with us, I hope you are ready for the battle of the century, but I still wish you a very happy life.

# THE INTERVIEWS

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*WITH THE BEST SALESMEN I KNOW*



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## INTERVIEW WITH DAVID WILLIAMS

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Now you get to hear from three other salesmen who are all successful. They are not talking from theory. Their advice is from actual experience. Use what you want, discard the rest.

**David:** I am a real estate sales agent, working specifically with industrial and commercial buildings. I sell and lease them. I can represent the owner, the buyer or the tenants. I sell land and investment properties mostly in the Northern part of New Jersey. My first selling job was working with my dad for about eight years starting in the early 1970's, who owned a printing and promotional products company. During my last year of employment my dad got injured which meant I was running the company while he was gone. At that point, it became apparent that I needed to go out on my own. When he came back, I left and started my own company, which was similar to his. We were printing brokers, which meant we bought finished printed products from others and resold them, such as the tractor feed forms with the little perforations on the side you had to rip off.

**Andrew:** What was the difference between you running your own company and only being a salesman for your dad at his company?

**David:** It was nothing specific or concrete except for the fact that my gut was telling me I wanted to leave. When I had to take over for my father when he was sick, I gained the confidence in myself and proved to myself I could do it so I did.

**Andrew:** When your father was out sick, did it take a lot of extra time to actually run the company as opposed to only being in sales?

**David:** No, it was actually easier, because I didn't have to answer to anybody. I could make my own decisions and act accordingly, which saved a lot of time. There was also less stress and friction between my dad and myself because we no longer worked together, which was good.

**Andrew:** Did you have any trouble deciding what to do?

**David:** No, actually it was pretty easy but when I needed to, I would call my Dad to check a decision or needed advice and he would give me instructions. I would say I was a little apprehensive about making decisions initially, but after a while, I felt pretty comfortable. We had a good company; everybody did their jobs. We had a built-in annuity type of business where the orders would just come in and we filled them. I would process the orders and hopefully get some

new business as well to help build and replace what was lost.

**Andrew:** When you started making sales call, how did you go about doing it?

**David:** My dad showed me he was an excellent salesman, who was very successful. He had a gregarious type of personality that just attracted people to him, which translated really well to selling. So he took me by the hand and walked me around introducing me to people and showing me exactly how to do it.

**Andrew:** You went with him on sales calls?

**David:** Yes, a lot of them.

**Andrew:** How long was it before he sent you out on your own?

**David:** Probably a longer period than most people. I didn't feel as comfortable doing it by myself at the beginning. I am a monkey-see monkey-do kind of a guy. When I want to learn how to do something, if I see somebody do it, that's the perfect way for me to learn. So it took me a bit longer to get comfortable. I don't remember exactly how long it took.

**Andrew:** Are you that way too Kayla?

**Kayla:** Yes, for the most part. I am not good with someone telling me how something works. I need to see it, hold it, touch it, or do it to understand something.

**David:** By the way, Kayla this is something that I didn't know about for many years, probably 2 decades, after I started my career. There are three types of learners: auditory, kinesthetic, and visual or various combinations of the three. Understanding this concept is really important, because in selling you have to figure out how your customers are taking in information and everyone is different.

Example — when you are communicating with a client, you can call, text, email, or fax them. You can also write them a letter or you can visit them in person. How does your client take in information? I was very frustrated because I kept calling this one customer, leaving them messages and getting no return. A friend of mine finally suggested texting them, which I then did, and got an immediate response.

Everybody takes in information differently. If you observe and learn what works best for each of your customers, or potential customers, your success rate will soar.

**Kayla:** How do you think social media will affect that?

**David:** It has a big effect on sales in certain arenas, but not all industries work well with it. In real estate for example, social media works to a certain degree but it's more a "belly to belly" type of business. Seeing people in person usually works a lot better than would a post to Facebook.

**Andrew:** Why did you go into your own business?

**David:** I worked for my dad and that was probably the reason I left. I wanted to be on my own. I needed to grow as an individual, and I wasn't able to do that while I worked there. It was really the best thing for me to do at that point in my career.

**Kayla:** You couldn't grow there?

**David:** No. There was no way I would have ever done it there.

**Andrew:** Why?

**David:** I think that I wasn't strong enough.

**Kayla:** What do you mean by that?

**David:** My dad worked differently. He didn't need to change since he was the boss and I wanted to do things my own way. I think we could have worked together, but I wasn't growing. I wasn't getting stronger as a person. So, it had nothing really to do with him, it had to do with who had the power and I needed to have it at that point. Can I give you an example?

**Andrew:** Please.

**David:** Andrew had a similar situation with his dad. There was a time when it was apparent that there was going to be a changing of the guard. It was going one way or the other: either Andrew was going to take over the company or he was going to leave. And in his case, he took over the company, but he was a different kind of guy than I was. He was, and is, very powerful, and was able to do that. That's not who I was. I needed to leave and do something outside away from my dad.

**Andrew:** So, you decided you were going to get out of printing and go into real estate.

**David:** That was in 2000, a couple of years later.

**Kayla:** Wait, you just skipped over a whole chunk of time. You went into the

same business as your dad. Did you open up a competing company to do that? Did you take business away from him?

**David:** (Laughing) No I did not, but good thinking there. My dad of course was disappointed in me leaving because I was really supposed to be the transition for him to retirement.

**Kayla:** Right. You were the one who was supposed to take over the company.

**David:** Yes, so it was hard for him, but I needed to do it. We had a very accommodating agreement that I could take my clients with me. It was very generous of him to let me do that. There was a six-month window in the beginning, where I had about \$30,000 in against and my own customers That's it and I suddenly had the awaking that if I don't make enough sales then I was going to be in trouble fast. But fortunately, the business and money come in and I was on my way.

Eventually, it all worked out well and I was able to sell more and grow. My company was basically the same as my dad's. I knew who the suppliers were and who the equipment brokers were, so I didn't need a manufacturing plant. I just needed an office and a warehouse, because I did some stocking of products as well. Fortunately, the 80's was a big growth period for printing and I was successful.

**Andrew:** How was your selling different when you were on your own versus when you with your father?

**David:** When I was working in the family business, there was no pressure because it was already a successful enterprise. I was always going to get my paycheck because I was basically on salary. When I went out on my own, I was alone, with no income but what I made. You eat what you kill. So, I had to do it, which was a lot more pressure.

**Andrew:** Did the intensity in the way you sell change?

**David:** Yes, I became more aggressive and determined.

**Andrew:** Did you try and close the sales faster?

**David:** No. I worked much longer hours. I was not consistent when I worked in the family business. But, when you're on your own and you have to produce on your own, it motivates you differently than if you're in a stable company. I suddenly started working 6 or 7 days a week because I wanted to make a living. I wanted to make ends meet and be able to afford my lifestyle.

**Andrew:** How would you find your customers?

**David:** Well, I would go out into the market place and knock on doors, that's how my dad trained me.

**Andrew:** How did you pick the doors?

**David:** I tried to find similar companies to the ones I already had as well as look at similar types of industries I already supplied to and started there.

**Andrew:** In other words, if his a customer in construction then you would go after other construction companies because you knew something about their business, what they needed and how they operated.

**David:** Right. I remember something my uncle, my dad's older brother, said: "don't assume anything, knock on every door...don't leave any door unknocked because you never know what's there". And I remembered that me kept pushing.

Jerry Levey, a mutual friend of ours, always impressed me as someone very diligent at what he does. He also happens to be in a family business. His advice was to keep making that extra call whether you are tired or it is late in the day, keep attacking. The voice in your head has to keep you moving forward all the time and force yourself to move forward.

**Andrew:** So, did you?

**David:** Sometimes yes and sometimes no.

**Andrew:** Are you a streak seller?

**David:** That is something that you taught me. I used to occasionally call you after making a nice sale and you would say you're hot, make the next call. So, when things are going well, you make the next call. You might want to relax and enjoy the win, but don't because the best salesmen will keep going. You learn that the sale itself is never really that glorious. The trip is the glory, the getting there, the process. With selling, you eat what you kill and salesman who are successful are always hunting. They are like sharks, always looking, always pursuing that next deal. That's how it goes.

**Andrew:** If business is good, you always want more, because you are afraid business won't be good. If business is bad, you always want to keep going because you are afraid it will get worse.

**David:** When you are up and you have that sale, you want to keep going high-

er, but then after that you can plateau or even fall right back down which happens to everybody. You will have disappointments and you have to learn how to deal with them. One of the best pieces of advice I ever got was: "Check the box and move on. Don't dwell on it". It was one of best things I've ever learned about disappointment. Don't stay in that negative space; look for your next deal. If you sit, focus and dwell on it then you will get stuck. Just check the box and move on.

**Andrew:** And you can't show that you were disappointed or unhappy if you didn't get the order because people won't want to work with you again.

**David:** Correct. It shows on your face.

**Andrew:** Right, you have to say: "No worries, next time. We will be back."

**David:** Which brings me to another thing, which is who you are when you are selling. Look at your dad - he is one of the most amazing salesmen on the planet. He has always got his etheric energy, or his innate energy, out there. They can feel it, they can sense it, they know it. If you are sitting there slumped over with rounded shoulders, you are dead. My uncle used to say throw your chest out and don't complain. You need to be positive and energetic because you are there for your customers and they have to know that and trust that you will be there for them.

**Andrew:** Because everybody wants to deal with the winner.

**David:** It's all about who you are and how you hold yourself. They feed off of your energy. When you show excitement, they want to reciprocate. If you're all jazzed about a deal they will want you to be a part of it and this is true in every aspect of your life. Who you are being affects how people interact with you. People are perceptive. If you are excited, happy, and/or powerful, they know it. If you are sad, depressed, and/or angry, they know it and that is really important to remember. Get present to what is going on for the other person. And this is not just for selling, but in life. For example, when you pass the register in the supermarket, do you look to see how the cashier is feeling that day? You can tell what kind of day he or she is having. I say this example, because it's really important to practice this skill with everyone you meet all the time.

**Andrew:** Sometimes it's fun to see if you can shift people's mood for the better. Just to prove to yourself that both it can be done and you have the power to make that happen. You look at their nametag, address them by name, and start talking to them. By the time you finish they are in a much better frame of mind.

**David:** Your dad is really really good at that. He says hello to everybody and when he does, they suddenly feel appreciated. They are not just things.

**Andrew:** You make them feel human again, and that's a big deal.

**Kayla:** How?

**David:** I learned that from Janet, who is my significant other. She is very much engaged in talking with people everywhere and making friends. I also took a class a while ago, where I learned a lot about myself and how people operate. One of the major things was learning about understanding and being present to others. Following the breath of the conversation is also important. If you know where the other person is coming from, is speaking from, you can help them far more than you could otherwise.

**Andrew:** But, there are also times when you want to jolt people out of your normal way of dealing with them. For instance, if you were trying to take something to a more personal level, but you don't really have a good way to do it. You need to move them so they can see things a little differently just for a short time and not necessarily related to business. I, for example, went to Slovakia and saw a castle. I sent the picture to a bunch of people out of the blue and it was totally random and they all e-mailed back positively. It was a human interaction, nothing business related. It is good to do that sometimes, move them out of the norm for a second. You can change the levels of intimacy between people on purpose, manipulating it in a good way by thinking and planning it in advance. There are a lot of levels to this.

**Kayla:** How much does your personal life come into your business?

**David:** Not a lot.

**Kayla:** What do you mean? My dad's personal life is extremely open to his business world. How much would you or did you bring into it? And was that a choice?

**David:** That's more a question of style than anything else, and bringing your personal life into it happened to work extremely well for your Dad. Me, not so much. Sales is like a circle. You fill it up with a lot of people and connections. All we are is communication therefore the better you know yourself, how you think and operate, then you can better understand other people and how to deal more effectively with them. The better we understand ourselves the more we can deal with others in ways that benefits everyone. We are not trying to change our customer rather figure out how to better serve them so we can get what we want.

**Andrew:** Kayla, I know it's not your favorite thing that people in our world know you through my books. But because of them, you are e-mailing thou-

sands of people, most of whom already know you in a good way. You are not starting from scratch, which is a huge advantage. Therefore dealing with you will be much easier for them and a much more comfortable transition from me to you.

My last question for you is about “closing” a sale. Do you ever have a problem with it?

**David:** The "close" is the easiest part if you've done everything correctly up until that point, but it varies for different products. Regarding printing sales I always felt lost in it. Somehow magically I would get the business, either from price or they just liked me but I didn't feel like I was actually in control of the transaction. In real estate however I really don't have to know all the details about the groups involved in the closing. I do need to really understand the client. If they are real, they are going to come to the point of purchasing. If I've done my job in fulfilling what they are looking for, then they are going to reach for their wallets very quickly. I don't have to enroll them in anything. I don't have to put tinsel on any of the buildings to sell them. My clients have a need and holding their hands through that process is really key and my main importance.

Your father has always talked about how the people that you sell to, have a job and they want it done better. That is a form of taking care of them, which your father does very well. He is always wants to win first for the clients and I do the same thing. I help my customers to win whether it is buying, selling or renting and to do that I have to really pay attention to what they need and I do that by listening. The most important part of selling is to “listen” ... that's the close... Listen, listen, listen...that's it.



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## INTERVIEW WITH JERRY LEVEY

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**Jerry:** I work in a family business. I'm a third generation family member, and I started out at 11½ years old in the company sweeping the floor. Growing up there, I was very attuned to the culture, philosophy, and mission of Paper Mart, which was drilled and put into my head from day one. We are a sales driven organization, which means nothing happens if you don't have the sale. Once you have the business, then every other part of the company goes into play to manufacture, pack, and distribute. But all of that starts with someone out on the road selling and prospecting.

The most important thing when you are selling, whenever you are going out knocking on doors, you should always be yourself. You should never be somebody that you are not. You should never tell somebody something that you don't feel comfortable saying to them. Such as, if someone were to ask you a question and you didn't know the answer, it's okay to tell them that you don't know and that you need time to go and find out the answer. What you lack in knowledge, you will make up for with your commitment, enthusiasm, and your desire to get them the answer they want, when they need it.

You are lucky and have a great resource here with your dad. I am sure that once you work through a system or process and you go through a learning situation with an opportunity, you then will become conversant with it. Over time, you will then become more comfortable, knowledgeable and confident with the information that you have and you start to share with other people. It will show when you present yourself to them. Sales people often have this stereotype that they are dishonest and lie. Some know you are a salesman and assume you are not an honorable person. I find that to be so untrue in so many ways. When you are committed to what you do, as far as your products, your services and the type of image that you are portraying, you are a representative of that company and you are going to do everything in your efforts and power to convey that to the prospect and the customer.

I find that when I go and see people, it's important to listen and to understand what they want. Many times, it is a natural thing that you want to ask questions to qualify certain things but you can gather so much knowledge by listening to what the prospects or customer is telling you. After every sales call, I summarize the highlights of what happened. I take notes of the things that occurred because often I find that when you have been talking with somebody for a while, they divulge information about themselves and their business. These small pieces of information are extremely important. I find that when I remember these business and personal facts and follow up with them, whether it be a recipe you discussed or a sample they wanted, it makes all the difference.

You become a person to them. This information that you can get by listening and writing down what happened in the meeting is critical.

**Kayla:** Do you have a log including all the people you meet and sale calls you go on?

**Jerry:** Yes but it is probably not as sophisticated as you are making it sound. I create a manila folder for each company and write down all the things that occur with that particular customer. Then whenever I talk to the customer again in the future, I look at the folder, and it re-familiarizes me with some of the details. At some point, you will be gathering so much information, and your brain can only handle so much at a particular time. So, I just find that when I memorialize some of the important things pertaining to the customer and write them down, it is something that helps to set me apart.

In these files, I also include things such as why a deal did or did not go through because I am always interested in what decisions the customer factors in when placing an order with my company. This way, I can then differentiate what my company does as it pertains to the competitor. My customer might give me a list of things, that we are missing the mark on, or he might even give me some examples of the products or services he is securing. In these cases, I am also not afraid to ask the question: “what do you pay for that?” Some might think it could be an uncomfortable thing to ask the customer and there is always a 50 percent chance it could turn the conversation sour. But, it is a strategy I take. For instance, whenever I make a sales call, at the end, I always ask for an order before I walk out the door. Whether it be the first call to a company or an existing customer, I always ask for an order before I leave, because if you don’t, you’re never going to know if they need anything or not. Sometimes, they may say: “Ah, yes, I forgot, I need to get this.” Even though it may not be a major order, they might need a component of something that your company is making. Or they might have a new job that they just realized would be perfect for your company. Don’t be afraid to ask for the order because the majority of people don’t ask and that is their loss.

I’ve done a lot of cold calling and prospecting in my day. I am not afraid of being rejected. If I go into a place, I always try to figure out how to maneuver around, who should I talk to or who do I think would make a beneficial contact. Some people hate cold calling, its just very uncomfortable for them. But there are so many opportunities to be had. You should always remember that in any of these sales situations, getting a “no” is not such a terrible thing. It’s OK. For example, when you are trying to infiltrate an organization for the first time, you are there on a kind of mission. You can see the internal workings of the company. You can see the reception area, you can see the lay of the land, and you can get a feel for who is the decision-maker, which all will help you to eventually make that sale, but it often takes multiple attempts to close a

company and can sometimes take years.

Younger people today are not communicating in the same way that my generation does. You guys are into texting, emailing, facebooking, and all the social networking which is all great. There's not just one way that you can communicate with anybody nowadays, the options are endless. You can write a letter, leave a voice mail, e-mail them, or any combination of the above. If you leave a voice mail one day, the next you follow up with an e-mail. There's no one right way to get in touch with somebody. The right way ends up being dependent upon the customer and whatever ends up getting you in the door. But the point is "no" doesn't always mean "no". What happens is sometimes timing is not right. For example, when you first went to a place, they were not ready for you because they were satisfied with their vendors. They were getting everything they wanted. But someone, at the company, may have kept your business card, your voice mail or the letter you sent. Then when that vendor starts to cause problems, they will remember you and call because now the timing is right. This is always very interesting when it happens because the more people that you see throughout your career the more you realize that it's not about whether or not you get that yes out of the gate, it's about being remembered. It's remarkable how out of the blue, someone will call you from 6 months ago or a year ago, or even two, because now the timing is right and they remembered you.

Part of me keeping my notes in my folders, is that when I have nothing to do or as part of my continuous maintenance, I say to myself: "I am going to follow up with some of the people I haven't heard back from." I will then take my folders out and I start following up and it's just a constant process. The more sales attempts I make, the bigger the chance something will come back. I find that I get a lot of business that way. Persistence is extremely important. Another thing is I always keep my ears and eyes open. You can find business anywhere, and there are a million ways to secure prospects. For example, I was driving about a month and a half ago, and I was behind a truck for a printing company I had never heard of located in Eastern New Jersey. So, I wrote down the telephone number and the name of the company. When I got home that night, I googled them and pulled up the web page. I saw their home page with their mission statement, and I thought to myself: "I can't believe how close their mission statement is to ours and the similarity between our two companies." And I said: "Why don't we do business with this company? They have been around forever. What's going on"?

First thing the next day I called the President of the company. He didn't pick up so I left a message. He didn't return my phone call. I waited 2 or 3 days, called back and left another a message. I said to myself: "He didn't return my phone calls. OK, well, I am going to write him a letter," because I am kind of persistent and I wanted to get in contact with him. So, I wrote him a letter.

**Kayla:** Why did you choose a letter?

**Jerry:** Because he didn't pick up the phone and they were screening the calls when I was going through their switchboard. Also, I am in the paper business. There was a study done not too long ago, where there's actual research showing that if someone touches a piece of paper, there is an attachment formed to it. People remember what's on that piece of paper better because they've held it, as opposed to an e-mail you may just click through. And at this stage, where you have this electronic bombardment of emails, it just doesn't have the same impact as when someone gets a letter in the mail. There might be a "silent sales person" involved in that letter, such as a business card or maybe some type of promotional product, which I always include in my letters. Right now our silent sales person is a USB drive modeled after our delivery trucks. This is something that also can set you apart, and be something they remember you by. So, getting back, I sent a letter to the boss with something in it, that would hopefully peak his interest and get him to say: "Hey, this is interesting!" Whether he has a contemporary mind and knows what the USB drive is or if he just thinks it is a toy and puts it on his desk – the point is I've now made myself and my company look creative, different, and dynamic. So, overall, we have called him twice and sent him a letter, to which I also got the same kind of brush-off. 3 or 4 weeks later and this guy is still on my mind and I have been trying to reach him.

**Andrew:** Notice he is getting more and not less motivated. This guy resisting him is now a challenge.

**Jerry:** One morning, I randomly called again. This is now the third time I called, and I did it when I was in between something just to see if maybe the guy would be there to pick up my call. Again, the lovely receptionist, who I am now developing a relationship with, took my name very politely and hung up. Then about an hour and half later, out of the blue, my cell phone rings. I don't know who it is because I don't recognize the number. I pick it up and the guy on the other end says: "This is Vinnie from XYZ company. I understand you've been calling my boss and I am calling you back to see if I can help with anything." So, the point I am trying to make is that persistence is important. You need to figure out when to push and when not to push. People will tell you: "Don't call me. Don't contact me. I don't want anything to do with you." That's pretty clear. But here is another important thing in selling — if someone wants to do business with you, they will figure out some way to do it. If they don't want to do business with you, nothing will come of it. That's how I moved up throughout my career. There was not one lead or one opportunity that I didn't pursue to the hundred and tenth degree. As I became more successful, I became more strategic about it. Nowadays, I may not pursue something as aggressively because I want to spend my time and effort on something else that will bring me the greatest reward for the time and effort that I put into

it. Originally, though, I went after everything and anything.

But those folders, my folders, it's a constant prospect list you can categorize in any number of ways. I summarize each encounter and figure out when how it would be best to follow up with that client. It helps me to organize myself and most importantly, follow up. Follow up, follow up, follow up! Always follow up! You sent a quote to a customer, don't just let it sit there. Either you or one of your people has to follow up on that quote. Don't assume that they will get in touch with you. They may not because things come up, and they can't call you, or what ever it may be. That's why it's your job to follow up on it.

It may be that you didn't get the job, but then you need to find out why your competitor at the time beat you. They might share pricing with you or what factors were involved in why they didn't give you the business. This is also something that should be part of your notes, because I am telling you, you are going to be around long enough that it's going to come around again. Your opportunity will present itself if you have good notes as to what occurred previously. Then the next time, you can eliminate the variables that hindered you before. Whenever you look at anything, whether it was a sales opportunity that didn't materialize, a production problem, or even a relationship situation, you want to eliminate all the variables and just get to the core of situation. This way you have a better understanding of what you are trying to do.

Also when I open up a new account, I always send them a thank you letter. Again, I am in the paper business, so I type a little note or I handwrite something on a thank-you card. Usually, I acknowledge them for the business and tell them how much I appreciate the opportunity. It can be one or two sentences note. But, again, doing so separates you from the rest of the people you just beat out for the job. I am into personalizing the experience. Email is fine, but getting a nice stationery card and opening it up with your logo on it, promoting what you are doing, with a little note – that's really nice.

Another thing that I do, and I do this primarily with email, is I will send what I call a “toot horn” letter. In my business, we do things at a particular level, which we call operational excellence. What happens is that what you consider to be the “standard” and what you accept as a standard, in most cases, is probably a much higher benchmark than what other people in your industry hold themselves to. But because you are so accustomed to it, you don't even consider it to be better. What I find happens then, is sometimes we do all these things for our customers and its like a miracle what we can accomplish for them. Whether we were able to do a job in this amount of time, fix a problem no one else could, or what ever it may be, we did something unique. I find it important to document these events so I send what I call a “toot horn” letter to the customer, which recounts the job that my company did.

For example, say you had a customer who forgot to order a particular product that they needed the next business day. They call you in a panic on a Friday night to try and see if they can fix the mistake for Monday. You, being the epitome of customer service, help them out and perform what I would describe as a miracle. The next day I would then send an email saying something along the lines of: “You called me at 10:30 on a Friday night. We were closed, but I was able to open the building and get your paper pulled, move it on the truck, and you will have that delivered to your door on Monday morning. I just wanted you to know that we appreciate the opportunity to provide this service for you. My team of people, which includes my managers, warehouse and procession people, CSR’s and drivers, went what we would consider to be, above and beyond in order to fulfill your needs. Thank you very much for the opportunity to be of service ...”

What that “toot horn” letter does is memorialize the situation. You are not waving it in anybody’s face; you are just acknowledging what you did beyond what you consider to be what other people would have done. In pointing this out, it should also make you more considered in the future and give you a leg up on your competitors. The fact that your customers know that you will go above and beyond on their behalf becomes one of the most important reasons they continue to use your company. By memorializing these things, I find that it makes the customer recognize the service and the support they are getting from you. And again, it takes you away from the mainstream. It separates you from other people that might be doing what you are doing but at a lower standard of operation.

Here is another thing—I learned a long time ago – there are two ways in business to earn money. I learned this concept a number of years ago when I first came out of school. I was on the customer service desk and I worked really hard, and I did a good job. When my added responsibilities involved warehouse and management responsibilities, at some point I asked my dad: “How did you earn more money in this business? How do I make a better living like you do?” Not that I wasn’t earning a living, but I wanted more than to just be able to pay my bills. He said: “Well, in business there is generally labor and management which earn a fixed income and sales which generates income. If you are management, there is a cap on your income but if you generate income, you can almost determine how you will be compensated based on your sales efforts and results, because you are generating the sale.” So, I started to sell. Then I wanted to know how I could do both. My father told me eventually I’d figure it out, which I did.

Sales is an open-ended kind of contract. It’s how many people you call on, how many people you can generate opportunities from because at the end of the day the more of these opportunities you have, the more sales you can generate. The more sales the company has, the more profitable they should be

and the more valuable you should become to them because you generate the business. Another important thing to remember and use to your advantage when you can, is that when you have an order in your hand, you can also make money by sourcing properly, by manufacturing properly, and reducing costs. Therefore, once you have that order, you are King and can figure out how to best see it through in the best interest of the customer and your company.

For example, sometimes you might take an order with a short margin on it because you want to get your foot in the door. You look at the big picture and say: "I am going to work on this at a much tighter markup than normally I would." So, you look at the different components of that order. You say: "I can probably save a few pennies on that certain aspect of the job, or this aspect to the job." And when you go to your vendor, it's a lot easier to say to them: "I have this order and I am going to place it with you, but I need your help in this way, shape, or form." By having the order, it gives you the confidence that you can move that business wherever you choose. You just want to make sure that strategically you have another vendor that's going to help you out if when you try to secure the first supplier it doesn't go as expected. Sometimes you can get blocked. But usually, when you have an order in hand, you will have more control than if you go about it as if the deal has not been made yet.

Another point, never say "No." Never do that. Why you may ask? The reason is, even if you know you can't do it, I find that once you say "No", you are done. Not only with the order but potentially the customer as well. So, if a customer asks me a question and I don't know the answer, I never want to give them a negative answer. I always say: "Give me ten minutes, let me check into this and reach out to some people and I will get you an answer on it". This not only shows your commitment to them, but again, once you say "No", the opportunity is done.

Ultimately, if you believe what in you do, and you show that in your presentation and the way, which you carry yourself, it will make all of the difference. People like to associate with people who are excited or who are interested in things. They want to be associated with you because they look up to you or want to emulate your passion. They want to be part of that combustion. It's there in front of them. It's fun. It's exciting. I call it customer service form etiquette. You and your ability to serve them is what brings people back to your company. That's why at Paper Mart, we believe in the human element. I know that voice mail is well accepted today, but I am not a fan. We believe that when you have a problem, if you are calling some place and you are anxious because of whatever problem you are having, the last thing you want is to hear an answering machine.

I am a big human element person; I believe there should be somebody there answering the telephone. Not a voice recording or a machine, but a real person,



and that's just my philosophy here, at this company. I have found, that when the customer needs you, you or somebody in your organization has to be available to answer that question. It conveys a message of security to that person that they are talking to someone in real time as opposed to leaving a message they don't even know you will actually receive. And that's critical, really critical. Additionally, I don't like to hear the phone ring more than 3 times on someone's desk. Pick up that phone. I don't care if you are on the other line or doing something else, work it out. It's extremely important.

**Andrew:** Definitely. No voice mail. Get somebody in person. I am monitoring that in my office as well. Two and a half rings is company policy, and I am counting to take it if it gets beyond that.

**Jerry:** Then sometimes when you get on the telephone, you might have a situation where the conversation doesn't go so well. They get angry, you get angry, or both in some cases. Whatever it may be, you can't take that experience with you and convey it to next person, which is really hard to do sometimes. It's hard and it takes work to do that, because you're upset or in a bad mind space. But you have to pull yourself together and move on because you can't bring that negative baggage with you – people will notice and it will affect your ability to do your job. That reminds me of something else – body language, when you are doing a sales call in person, both yours and your customers, it is so critical. When you are sitting in front of somebody, it's important to remember that and act accordingly. How you sit tells a story, one that many people can pick up on and be turned off by.

**Kayla:** What is the hardest part of making a sale? Finding the customer? Pursuing the customers? Closing?

**Jerry:** In this day and age, I find that people get business when they follow up. It's all about strategies and it just takes time to learn. Everything about this whole process is hard, and especially at the beginning or when things aren't working well, you doubt yourself and don't feel comfortable. But, at this point in my career, I know that certain efforts will yield certain results. So, I guess the most challenging thing would be developing new business and the infrastructure to support your efforts.

**Andrew:** How do you pick your target? You go for it by business, by sector?

**Jerry:** I am not as sophisticated as that. I don't know, I guess by sector? For example, let's say I am dealing with a financial company, and I learn the ins and outs of that company. I see the products, the type of service they use. I then use that as a model to go for the next one. Based on that, I guess I would do it by business sector. I try to put my time and effort into things that will provide the best results for my time. Fortunately, we have a team of sales



people here, so, many times I'll do the prospecting part and I will get the leads. But then I don't have the time to provide the service and the support that they need, so I would turn it over to one of our sales reps to follow up. Ultimately, my sales reps then have the responsibility to secure a relationship with them.

**Andrew:** Therefore you are a rainmaker? You start where no one else is; you create an opportunity, and then pass it on to somebody that can handle it.

**Jerry:** I try to.

**Andrew:** That's what I do also. Do you believe that a rainmaker is born with the talent or those can skills can be learned?

**Jerry:** That's like the leader or follower question.

**Andrew:** Good answer.

**Jerry:** I think that you need to have certain intrinsic characteristics in order to be a rainmaker. And if a person has those qualities, and they are not honed or tapped by someone, then the potential may stay undeveloped. But if they are mentored by someone, they will be successful, but they need to have a certain tenacity to go after certain types of things. If a person doesn't have something in them, like a fire in their belly to do it, then they won't do it.

**Andrew:** We agree on that. It's innate. You can make someone into a good salesman. But you have to be born with the talent of a rainmaker because it's something that just has to be inside of you. That doesn't mean it makes for a nice, great person or anything like that. It just means they have an incredible drive to be able to keep their focus. It's the ability to hone in and keep at it until you basically get it, or are told to go away.

**Jerry:** It is very rewarding when you can develop something from nothing. It's so satisfying and fulfilling.

**Andrew:** It's fantastic because you created something. First of all, you are providing a better service than they get from anyone else. You are also making their lives better because you are helping them to keep their jobs because their production lines do not close down because they don't have the parts they need to keep going and that enables them to be in line for a better job. We make them look good and we do what we can to help them as much as possible. If there are job opportunities, we tell them. If we can network for them, we do it. If they lose their job, they know they can come to us and ask for help, to see if there is something out there.

**Jerry:** You become an extension of your company. It's better to do business

with a company or a person and then become their friend as opposed to being their friend and then doing business with them. It creates a purer relationship that way.

**Andrew:** And when you are in a family business, it's the best and the worst of all worlds.

**Kayla:** You agree with that?

**Jerry:** Yes. Sometimes I say I have a love/hate relationship with the idea of a family business. It can be both extremely challenging as well very rewarding. The key is that everyone needs to recognize that we could have a lot of things that we disagree about. We have open and candid often-passionate discussions about a lot of things. But, at the end of the day, the most important thing when we walk out of this room is that we are one voice and one mind. Otherwise it sends the message to the world that we are totally screwed up. As you know one of the other dynamic things in family business is it's hard sometimes to turn it off. We work together all week, and the transition to socialize outside of work is sometimes difficult. But the benefits are that there is tremendous power in family. You solve problems together because it's in everybody's best interests to do so.

This company started out of a need to provide for our family. Our mission statement was to have an environment where the family could earn a living and put food on the table. That was the original premise because my father's family was extremely poor. The three brothers came to work and they invested their money into the business, they put food on the table and a roof over their heads, and then the extra they reinvested back into our company. This philosophy was then engrained in us, that we should be very frugal, very conservative, and look at opportunities. We had to differentiate ourselves from the rest of industry, that was more established than we were. So, we were taught to work harder, smarter, and more diligently than any competitor in order to get to where we are today. One of the bad things was, I wish I kind of worked a little smarter than harder throughout my career, but I wasn't trained that way.

**Kayla:** What do you mean by smarter and harder?

**Jerry:** Instead of always having to be the one that had to do every aspect of the job, I could have been looking at a system and delegating certain functions to other people. I wish back then that I would have felt confident delegating tasks, even if it was not going to be done as well as I would do it. It took me a long time to accept the idea that even though I want the level of quality and my involvement to be at a 100%, it might ultimately have to be at 95% and 95% is okay. I do not need to micro manage every aspect of a task. But, it took me a long time to recognize that. There's only so many hours in a day and only

so many things you can do. I am a perfectionist and I am a hands-on type of person. But I learned that, if I am going to grow, from a managerial standpoint or from a sales standpoint, I can't touch everything that goes on around here. That concept wasn't taught to me. I had to learn that myself, and I wish that I was taught to be a little smarter like that. That's what I mean.

**Andrew:** We had a lot of family business parallels. When we first started, Jerry's company was much bigger than ours. It was originally just me and my dad. As we slowly started growing, Paper Mart was always one of those companies that we looked up to. I always wanted to be big, and as we grew, I realized that I was really good at certain things, and I was not so great at others. Once your grandfather retired, I was able to start hiring people that were better than I was. If they did their jobs well we all benefitted from that and that's great.

**Jerry:** You are right. You are absolutely right. Another thing that's very important is: don't think it's wrong to make mistakes or say something wrong. Sometimes that ability to filter or control your words or actions comes with experience and maturity. I am not saying you are not mature. You are a very mature young woman. But I grew up like your dad did in the business and sometimes things came out of my mouth that I couldn't believe and I was kind of embarrassed that I said those things. But, I had to do it and go through the process. That's the only way to learn some of these things.

It's OK to make a mistake, really. Even with a customer, or a co-worker, you said something, you did something, whatever it may be – you say you're sorry and you move on. My philosophy is, that when you go to bed at night, you need to be able to put your head on the pillow and say: "I did everything I could, as best I could. If I didn't do something well, I will to correct it tomorrow." If it is a personal type of thing, you said something, that you hurt somebody or whatever, you apologize. Do what you have to make it right and then continue on.

**Andrew:** I agree. Say you're sorry, move on, and try not to dwell on it.

**Jerry:** That's what you do. It's just the right thing to do.

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## INTERVIEW WITH LOUIS BECKERMAN

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**Andrew:** Lou, What do you do?

**Lou:** We sell insurance.

**Andrew:** What kind?

**Lou:** We are Property and Casualty Agents. We represent about 30 insurance companies and have about 5 thousand clients in 3 different offices. Our largest client is municipality, but it ranges from government contracts to somebody who just happens to have a tenant homeowner's policy. Therefore we have a wide spread of clientele, ranging from somebody who pays a couple hundred dollars a year to 5 million.

**Andrew:** You have one of the greatest stories in regards to how you learned to sell. How did you do it? Why life Insurance?

**Lou:** It was circumstance or happenstance, whichever way you want to phrase it. Back when I was in college, I was working part-time in a camera store in New Jersey. Around Christmas time, a guy came into the store and wanted to buy these new-fangled devices called cassette recorders. So I sold him a couple of those and before our discussion was over he invited me to his office to talk to me about my future. He wanted me to quit my part-time job at the camera store and sell life insurance for him. Thinking over my options, I said to myself "why not?" It just seemed to make sense at the time. So, at 19 years old I quit my job at the camera store to start selling Life Insurance to 40 year olds. Nobody told me that 19 years old should not be selling Life Insurance to middle-aged people.

**Andrew:** The perfect way to start selling is to not know that what you are doing is almost impossible.

**Lou:** Yes, absolutely. Within a couple of months, I was leading the agency.

**Andrew:** See, if you don't know you can't do it...

**Lou:** Yes. So I worked part-time selling and there were a lot of guys that hated me. Those full-time guys, who were basically selling life-insurance all day long, and here I was doing it part-time, and I was beating them. Go figure?

**Andrew:** Were you on commission or salary?

**Lou:** Commission.

**Andrew:** Good man! It's the way to be.

**Lou:** Yeah!

**Andrew:** Commission is always the way to go. You get a part of the sales versus salary. The more you sell the more you make.

**Lou:** Absolutely! Our best people earn their living that way and they wouldn't want any other way.

**Andrew:** Any good salesman always wants to be on commission.

**Lou:** Absolutely.

**Andrew:** To start you off they gave you a phone book?

**Lou:** Actually, yes. Every Tuesday and Thursday night, you would come into the office. You would sit down with the white pages, of the phone book, starting with the letter "A". You would just start dialing for dollars and make this sales pitch on the phone trying to get people to talk to you. It was the only way to develop leads at the time and you had to do it yourself, a couple of hours, a couple nights a week.

**Andrew:** He says it like it was no giant deal to do this, that it was just the way it was – but you are talking about 2 to 3 hundred people slamming the phone down on you in one night and he was tough enough to get through it and to keep going. How did you survive it?

**Lou:** Because, as you know, for every no you get you are getting closer to a "Yes".

**Andrew:** Percentages, exactly. How long did it take you to learn that? To know about the odds. Did they tell you about it? Or did you figure it out?

**Lou:** I can still think of my supervisor, who just kept saying: "for every no, you are getting closer to "Yes".

**Andrew:** Got it. But you were able to internalize it?

**Lou:** Absolutely, its still with me. A lot of stuff I learned through that first job is still with me. For example, the expression "some will, some won't, so what?", which basically is the idea that you don't dwell on the negative experience. You just have to keep moving on to the next one, and the next one now

is most likely going to be a positive experience. It's a wonderful thing. Every no gets you closer to a yes.

**Andrew:** As long as you are picking up the phone and you're doing it, it will keep working, right?

**Lou:** Absolutely.

**Andrew:** You started working for this guy part time, and you were still in school at the time. Did you finish school or did you cut out early?

**Lou:** No, I finished and got my degree.

**Andrew:** And how many people have asked you where you went to college in your lifetime?

**Lou:** In my lifetime, I think six.

**Andrew:** Where did you go?

**Lou:** William Paterson in New Jersey

**Andrew:** Therefore, it's important to finish, but when you are selling, nobody cares. Sales is one of those areas where if you can read and write, that's enough to go on, because you pick up the special areas that you need as you go.

**Lou:** Right. So I graduated college and I was trying to figure out where to go from there.

**Andrew:** What did you study in the college?

**Lou:** Business Administration. I didn't necessarily love Life Insurance, but I knew I wanted to be in the insurance business. I wanted to figure out where to go from there, so I started knocking on doors.

**Kayla:** Literally knocked on doors or...?

**Lou:** No, I called insurance agency sources and tried to find somebody who could kind of give me some direction. I remember there was a guy named Phil Feldmesser, who had an insurance agency on the second floor above a furniture store in Irvington, NJ. It was next to the Castle Theatre. I remember sitting there and telling him my story. Now, this guy had a good reputation in the local business community as being a solid insurance guy. So, I said: "What should I do?" His response was: "Well, you have a choice. You can either go out and start selling property and casualty insurance and get hit over the head. Or you

can go to work for an insurance company and learn the business.” When he said that, I thought to myself: “learn the business... okay this is great!” And that is how I got started. But, it’s interesting, because in the insurance business in 1970s, there weren’t all that many Jewish people that worked directly for insurance companies. So they wouldn’t give me an interview me because of that, which was very difficult.

**Andrew:** That is really bad. Even though you are Jewish, they wouldn’t look at you as raw talent and say: “We want you!”

**Lou:** Well, what happened was I just got lucky. I applied to a major insurance company, as a result of a referral from a friend’s parent. They had the reputation of being among the most Anti-Semitic insurance companies you could possibly ask for, but they happened to have a director of personnel whose last name was Weinstein, and she needed to replace a guy named Shapiro. I don’t know what Shapiro did, but he must have really pissed someone off because basically he was being exiled to Detroit.

**Andrew:** So, you were a token replacing another token?

**Lou:** Oh no question about it. There were 20 under-writers in this department and I went into a training program, and of those 20 that worked in this department, there was only one Jew.

**Andrew:** You?

**Lou:** Right and what was kind of interesting was that in my first compliment of agents, I was given 11 agents to work with, 10 out of 11 were Jewish.

**Andrew:** So they bundled you all together?

**Lou:** Yes, we were all a team.

**Andrew:** Now, as an underwriter you would get to write up the policies?

**Lou:** Yeah, we would basically underwrite and issue them.

**Andrew:** Did you acquire more business than anybody else in your compliment?

**Lou:** I don’t recall.

**Andrew:** Of course you did.

**Lou:** But it was fun. This is back in the day where everybody worked at these steel case desks, in rows and rows of Steel Case desks. As luck would have it,

my desk was right in front of the regional manager's office, and he could never get my name right. He would call me "Leon". You know, I would say: "Good morning, Mr. Schneider." He would grunt at me and then once or twice, he actually attempted to call me by name and I was "Leon". So, that was interesting. Anyway, I learned as much as I thought I could while I was there before I moved on.

**Andrew:** How long you were there?

**Lou:** Probably a year and a half tops. From there I went off to manage a little insurance agency owned by a bank. At the same time, I was doing business with a friend, who had a little agency up in Union. He had the opportunity to buy another little agency, and asked me to be a partner.

**Andrew:** How old were you?

**Lou:** 24.

**Andrew:** Married yet?

**Lou:** No.

**Andrew:** Nothing to risk.

**Lou:** Absolutely nothing, but I had to come up with a down payment of 5,000 dollars..

**Andrew:** This is what year?

**Lou:** That was 1975 or 1976.

**Andrew:** So, that is about \$50,000 now.

**Lou:** Yes, which was big bucks in my world. But I was 1200 dollars short.

**Andrew:** Did you go to your parents for help?

**Lou:** They couldn't help me but I went to an uncle who did, but it was a nightmare of a story. He was in the auto-body business, so his expectations were much different than mine. So, anyway, we did the deal. The agency grew and grew and grew, we added partners, which then brings us through to about 1988. At that point, there were four partners and a war was about to break out. An opportunity presented itself for me to take some business with me and leave, and I did. Of course, I took your company with me because it was one of my earliest account.



**Andrew:** Otherwise, my father would have gone after you, screaming, “Why didn’t you choose us?” Right.

**Lou:** I would have been more terrified of that than if I just brought you along.

**Andrew:** He had a lot of respect for you.

**Lou:** I know your father was really one of the nicest and most intelligent people I think we have ever had as a client.

**Andrew:** That’s a very nice thing for you to say.

**Lou:** He would always call me with issues, whether or not we provided the coverage, for my opinion, which I always appreciated.

**Andrew:** He did, as I do.

**Lou:** That’s good. It’s a wonderful world.

**Andrew:** So, that’s how you got there.

**Lou:** That’s how I get there and on January 1, 1989 I opened up this new agency called Beckerman & Company. The month before I had convinced this woman to come to work for me, except at that point, I didn’t have a clue as to where my office was going to be because we couldn’t find a space to rent. Regardless, she gave notice, left her job and came to work for me on January 3, 1989. I remembered she came into the office, which at that point I had rented, I handed her a newspaper and said: “If the phone rings, answer it. I am going to go out and sell insurance.” I still remember heading down Route 18 in East Brunswick and figured I would knock on doors, and that’s what I did.

**Andrew:** That was your first day?

**Lou:** Yes, first day.

**Andrew:** How did you do on the first day?

**Lou:** Awful. I don’t think I wrote a single policy.

**Andrew:** Sorry about that.

**Lou:** It’s all right. It happens.

**Andrew:** But your system worked in the end.

**Lou:** It did. The agency has kept growing and we have done well.

**Andrew:** Better than well.

**Lou:** We did a deal, last May, which you don't know about probably because it doesn't really affect you, with a company named Acrisure. Acrisure is now the seventh largest privately owned insurance company in the country. Ultimately, we sold our agency to them and got back some of their stock, so we became Acrisure partners. The motivating factor really had to do with the growth of our company because you reach a point in the insurance business, or in any business for that matter, where growing to that next level becomes highly difficult. Typically in an insurance agency business, you would anticipate a retention rate, because our commissions are based on people renewing their policies. A typical industry rate is around 86 percent or 88 percent. Our numbers are always in the early 90's, around 92 to 93 percent, and in order to replace that business, you have to at least replace the same percentage to be even, but to grow becomes very very difficult.

So, the advantage of us doing a deal with Acrisure is that it opened up almost unlimited capital, which helped us do a bunch of things, like acquire other agencies. The unfortunate part is that the pickings are relatively slim these days because it's a shrinking market place. Over the years, many agencies have merged or just gone out of business because stuff has happened to them. Therefore, there are a very limited amount of agencies out there for us to talk to, but the ones that are out there, we are able to go in and have enough capital to acquire them as part of Acrisure and part of our organization. This is a great way to grow with a lot of nice incentives built in terms of additional stock and cash to make the agency grow. We have our producers selling the insurance business and we are out there looking to acquire other agencies. It's a lot of fun.

**Andrew:** How old are you?

**Lou:** 65 years old.

**Andrew:** And how old is your son?

**Lou:** Michael is 34 years old.

**Andrew:** When did he come into the business?

**Lou:** About twelve years ago. He was with another agency for a year before that.

**Andrew:** He went through this transition with you?

**Lou:** Yes and he has stock in Acrisure as well.

**Andrew:** How is he with this?

**Lou:** Going into it, with all the incentives, it made so much financial sense there was no reason not to do it. Now that it's taken place and he has stock in it, he has a vested interest in making sure that it grows. Acrisure's model is different than everyone else's, in that when change happens they don't. They basically are dependent upon us and our partners who continue to do business the same way, and we make all business decisions locally.

**Andrew:** You still have control then?

**Lou:** Yes, we do. But, you know, if you're Beckerman & Company, it helps to be Beckerman.

**Andrew:** Yes it does.

**Lou:** Beckerman and Company without a Beckerman doesn't have as much value. It's all based on our reputation.

**Andrew:** And continuity from generation to generation helps a lot.

**Lou:** Agreed. If you look at all the other acquisitions that they've done, they are all similar situations.

**Andrew:** You started the business so there are no positives or negatives working in the family business for you because you started it.

**Lou:** Right.

**Andrew:** Your son, though, what would his views be?

**Lou:** When Michael came into the business, I said to him: "There is only one position for you in this organization, and that's as a sales person. You are not going to be involved with the computers or customer service. There's a whole bunch of things you are not going to do, but you are going to sell insurance." The theory behind that is that over years, I've watched many agencies go from one generation to the next, and I have always found that if the second generation is not involved in sales then the agency is going to die. They are going to be sold or something bad is going to happen if that second generation can't sell. So, for the first two or three years Michael reported to one of my guys. If he had a beef, he didn't come to me. If he had a problem, he didn't come to me – I would maybe hear about it from my wife.

**Andrew:** The ultimate boss.

**Lou:** Yes. You have to learn how to deal with difficult personalities and the person I had him working with was probably among the most difficult.

**Andrew:** Does he know the business now?

**Lou:** He knows it better than I do in some areas. My area of expertise, where I currently spend a lot of my time, is with government. He knows mainstream business now the same way I knew it in the 1980's but better because he has technology working for him that we couldn't have even dreamed of back then. The new account comes into the office and depending upon the size of it, I would just sooner have him handle it. But if it's a larger account, that needs some risk management or some additional expertise, I'll stay involved and be involved from the beginning to end.

I am very proud of Michael's growth in the business and accomplishments. He turned into a great insurance agent. He has earned his way to being my partner.

**Andrew:** What part of the selling process do you love most?

**Lou:** Getting the prospect.

**Andrew:** So, you are a rainmaker?

**Lou:** I love making rain. Rain is a good thing.

**Andrew:** I agree. The best salesmen are the ones who are the rainmakers because once they start, you can always pass it off to someone else that you can buy and train relatively easily. The rainmakers are born. You either got it or you don't.

**Lou:** Just to be in front of somebody and being able to work your way into that first meeting is the best. And if I can get a first meeting, then I can get to the second.

**Andrew:** What parts don't you like?

**Lou:** I don't know. I don't really think there's any part of this business that I really don't like. I guess when you find yourself in an impossible situation where you know that you've done everything that you possibly could have done and yet you know your customer isn't going to be happy. You always want the customer to be happy and occasionally you have to deliver some bad news, which nobody likes doing. I'd rather just do it and be done. If anyone out there has an issue with a client, I love difficult clients. The more difficult,

the more challenging, that's my forte.

**Andrew:** Obviously you love to cold call and seeing people in person.

**Lou:** Yes, eyeball-to-eyeball.

**Andrew:** Is most of your business done by referrals now?

**Lou:** A lot comes as a result of referrals. But the ones I love are people who have left us and then come back. Usually people leave for something stupid called “price”. Then they are disappointed by the new company and they come back.

**Andrew:** What is the best trait of a salesman?

**Lou:** I think the best trait relates back to the idea of “some will, some won't, so what?” and then being able to just move on. You can't allow negative experiences to drag you down. You have to keep moving forward, put stuff behind you and let it roll off your back.

**Andrew:** Which is much easier after you've done it for a while.

**Lou:** Absolutely

**Andrew:** The hardest part of getting started is the first customer. Then, the second one after that and for a while, its hard. Then you have to deal with losing them, and other problems that may arise that you have to work out. You have to go through the rotation a bunch of times and remember to keep doing your job the way it is supposed to be done and it will work out

**Andrew:** Closing. You don't look like you have problem with asking someone for the order?

**Lou:** No.

**Andrew:** Basically, you just ask for it, right?

**Lou:** Yes.

**Andrew:** What about losing it?

**Lou:** I just keep asking. You know in the insurance businesses there's a whole bunch of ways to close. You can just ask for the deposit and if they pull out their checkbook, you know you've got the deal. But that's just one example out of many.

**Andrew:** Selling is very hard and you fail sometimes, that's just the way it goes and you just have to move on.

**Lou:** That's life. Just the way it goes.

**Andrew:** How do you take care of yourself? Mind, body, soul?

**Lou:** Basically, I have so many things that have generally continued to go on in my life. Up until recently, I was involved politically in town. That kind of stuff dealt as a distraction to my day and I enjoyed that. But I'm basically at the point where I'm probably going to be looking for the next thing to do, which will probably be charitable.

**Andrew:** But you're looking? That's the main thing.

**Lou:** Looking for a new charitable thing to do.

**Andrew:** What's your advice to Kayla?

**Lou:** Sell. That's what you want to do. Sell.

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## APPENDIX

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An example of what might be of interest to your customers  
(Keep writing it is the only way to get better)

### **Dispatches from Hong Kong - A Diary By A Reluctant Traveler**

By Andrew Jacob

Written in 1995

It had all started three years ago (1992). My wonderful mother-in-law Bunny said that when she reached 60 years of age, she was taking the whole family on a trip to Hong Kong. I thought, three years is a long time and it would probably never happen. One year passed and she still spoke about it, then two years and then finally six months ago, I began to panic because reservations had been made.

Me? on an international trip? I had never been past St. Croix in the Virgin Islands and never had my passport stamped. I had given my wife the choice of going there or to Scotland for our honeymoon and since she wanted the warm climate, she chose St. Croix. We had a wonderful time, but she has regretted the decision ever since because she had been under the misconception that I would travel outside the US again for which I had no plans.

Nothing could have been further from my mind. Our 11th anniversary had just passed and I had successfully avoided going further from home than California. Leaving the US to me was like leaving the confines of security and my ability to be able to cope with any emergency that occurred. For that matter, I rarely left New Jersey or even traveled further than one hour from my home, so I began to plot to try to avoid this trip.

After a futile attempt at suggesting that maybe only the women in the family should go and I could stay home with the kids. I switched tacks and suggested that we could change destinations to Israel or England (both of which I had a desire to see) and gradually ease me into a later International adventure to Asia.

But Bunny was adamant that it had be Hong Kong because it was going back to the Chinese government in 1997 and it had to be now because it might never be the same. I didn't care who owned it and I had no urge to see it, but my mother-in-law meant the world to me and if she said we are going to Hong Kong, then Hong Kong is where I would go.

Not withstanding, I still made a final offer to my wife, one week before we left, which was to send her to Paris alone, for a month, but it was a half-hearted attempt from a man who knew his fate was sealed. Therefore on December 22nd , 1995, I boarded a plane at Newark Airport bound for San Francisco.

My wife and I were traveling separately once we left California so that in case one of our planes went down, our children would still have one parent. I resent people who call me paranoid, I choose to be called exceedingly careful. The trip to was west coast was wonderful and I enjoyed the peace, quiet and

the calm atmosphere. After landing in San Francisco I made a few business calls, and then went to the International section of the airport where I met my in-laws, Bunny and Jeff. I was going to travel with my father-in-law, my wife would take a later flight with my mother-in-law.

Jeff, is 65 years old and can best be described as a sweet, tenacious, successful, opinionated man who enjoys being in the company of all types of people as long as they end up agreeing with what he says. If he wasn't already my father-in-law, I would have to find some way of making him an official member of our family because I have seldom met a more fiercely loyal ally who I can count on for anything 100% of the time. I first met him 12 years ago, one month after I first started dating his daughter. When I walked into the room, he was discussing how he wanted to make sure his estate was taxed as little as possible to pass on as much money as possible to his children. He asked me what my father had done and I told him he should do what I had suggested to my father which was to enjoy all of his money while he was alive, so there would be nothing left when he died and the tax problem would not come up. He looked at me, said I was crazy and called me a flake, a name which has stuck since that time. He is a wonderful man and I sit next to him at all family occasions and as I always tell him I am his one true ally in the world.

This is the man I chose to be with me to cross the Pacific. I had never been in a plane for more than five hours and I had just spent that coming from New Jersey. I had figured this last part of the trip would take about twelve more. Once on board, we found out it would be more like fourteen hours and we settled down for a long journey. The plane crew was wonderful, the trip long and difficult and I still cannot understand how I could lose a pair of glasses in a confined space like an airplane, but I did. We arrived in Hong Kong approximately 15 hours later about 7:00 PM Hong Kong Time. We had left New Jersey 7:00 AM the Day before, the total trip with a 13-hour time change took about 24 hours.

I was wondering why everyone was moving quickly when they got off the plane. As it turned out they were trying to be first on the Immigration line. Since my father-in-law had some leg trouble and was in a wheel chair, we were given the royal treatment by the Airport Staff and passed immediately through and changed our currency in about 25 minutes and were on our way to the Hotel, probably saving at least an hour. Once settled Jeff wanted to go to get dinner, I had been up for over twenty-four hours, not counting plane naps, but was feeling good so we went to a Chinese restaurant frequented mainly by local people. The staff did not speak much English but Jeff knew how to make himself understood and the noodles and Peking Duck were great, although I am sure I was labeled a tourist when I asked for a fork instead of chopsticks.

While going to and from the Restaurant we were amazed at the number of people who were out looking at the Decorations. It was the day before Christmas Eve and the area around Hong Kong Harbor was packed. I quickly learned, that while the people of Hong Kong are pleasant, it is very natural for them to bump into each other in their driven quest to reach their destination.



There was no bad intent and I went with the flow. The men of Hong Kong average about 5'5" tall and the women about 5 feet. They are good looking, vibrant, happy and nice to be around. I found it interesting that for the first time in my life, I was the foreigner. I was also the one who stood out because of being white and bigger than most everyone else. I found myself looking around for other people like me instead of looking at those who were different. An interesting change in my outlook.

I can only guess what it must have been like for my Grandfather who came from Europe to the US without knowing the language or customs. My admiration for him and his outstanding will and independence has only grown since arriving here. My wife and Bunny finally got into town at about 11:00 PM that night. They had to wait on the Immigration lines and were also flight delayed.

Luckily, I was able to sleep that night, and my body adjusted to the 13-hour time difference. The next day was Sunday, I went running on the Hong Kong Harbor promenade, a long stretch of walkway that paralleled the harbor and was gorgeous. But before I got there, a woman came running towards me asking if I had seen her little boy. I helped her look until he was finally found by someone in the local McDonalds Restaurant. Losing a child has always been a great fear for me and the look on that woman's face was one I will never forget. I learned an important lesson which was, when a child is lost the first place to check is anywhere that is familiar to them-like McDonalds, I hope it is knowledge I never have to use. Luckily it turned out well, they found him in good shape and I went on my way.

Hong Kong Harbor is beautiful with its many types of motor and sail boats busily crossing the water. The incredible row of newly made commercial buildings with their varying architecture and front side advertising is a testament to the Hong Kong people being able to build an empire on small island with almost no natural resources. Hong Kong's only assets are it's deep water port, proximity to mainland China and ties to Great Britain. It is amazing that they have been to achieve their world financial position.

After the run, I went swimming and dinner was at the same place as the night before. I am not a big lover of Chinese food and two nights in a row is a lot for me, but it turned out fine. After the meal, my mother-in-law wanted to go for a walk, so we(my wife, sister and brother-in-law Cliff and sister-in-law Barbara) went back to the Harbor and noticed the place was packed with people. As it turned out Christmas Eve was a time for many of the inhabitants of Hong Kong to come to come there to look at Christmas Decorations. The crowd was estimated at 500,000 and we were swept up in a wave and were literally carried along.

It was wonderful to be 6 inches taller than almost everyone else and it made all of the difference. I could see where we were going and had no fear, my wife who is five feet tall felt claustrophobic and hated it. The teenagers of Hong Kong are different than those in the US. They are better mannered and exceedingly pleasant, even when they bumped into you. A welcome change to

the spoiled surly attitude of many in our country. It is also safe to walk at night. Security is very tight and the police are prevalent and tough.

The people of here are very aggressive and persistent. I learned that early when I lost my glasses and went to buy a new pair. After we had made the deal, the man asked me if I wanted a special type of lens for an extra 50.00. I said no. He got mad and said why not. I got mad because he was trying to change the deal and told him I did not want to spend the money. He then said as special deal he would give it to me for 40.00. I then said 30.00 dollars and he agreed. Realizing that people expected to be bargained with, I bought some clothes the next day and successfully got the tailor to take 200.00 off of a sport jacket. The longer I stayed in Hong Kong, the tougher I got on negotiating.

All was well until I got up the next morning which was Monday, Christmas Day. Jet lag, a cold and a queasy stomach all hit me at the same time. But a tour of Hong Kong was scheduled and off we went in our own tour bus. We went to the top of the tallest hill in Hong Kong and saw the skyline, then we toured around Hong Kong Island and ended up around Repulse Bay. By this time, I was feeling really sick. So we went back to the hotel and had lunch, the men split off to take naps while the women left to spend the afternoon shopping. After a three-hour nap, in an effort to force myself to get outside, I walked again to the harbor and saw my first Chinese sailing ship (called a Junk) up close and it was fascinating. I then went to a local clothing store and found that Hong Kong prices for pre-made goods like outdoor coats and jackets were more than in the US.

Back at the Hotel, I turned on television where the main topic, as in the newspapers, was the return of Hong Kong to the Chinese in 1997. The people here are worried about what will happen both politically and economically when the changeover occurs. Many wealthy Chinese have already left.

The fear of a Communist Chinese crackdown is real. In fact, those on the mainland are already starting to impose new laws and the takeover has not even started yet. Many seem to feel the changeover in 1997 will mark the gradual decline of Hong Kong Independence which will not only make it harder to live, but also instigate a decrease in foreign investment. If outside commerce stops, then the future economic vitality of the island will be drained to where this area will become an economic shadow of what it is today.

I have been taking a spot survey of costs here. Imported clothes, food and electronics are more expensive, clothes made to order, taxis, ferries and eye glasses are less expensive. With the world enjoying Christmas, we as Jews, while still having Chanukah, often feel left out. Back home our group normally spends Christmas watching Christmas Shows on TV, going to the movies and eating Chinese Food, because those are the only restaurants open.

In Hong Kong, all people seem to take on the best of a multitude of religions, during this season of Peace on Earth tolerance and respect for the individual seems to transcend all other religious or political ideals, a good model for the rest of us to emulate.

Tuesday, during the day was spent with my cousins, who live in Hong

Kong, walking and visiting the local Zoo. I finally learned how to use chopsticks when we had lunch, and I ate pigeon for the first time, it was good. Dinner that night was at an English Hotel where I was able to finally get a top notch non-Chinese Dinner. Unfortunately, dinner lasted 2 1/2 hours and I starting getting tired and nodded off to sleep fifteen minutes before we finished, only to be abruptly woken up by my father-in-law. I guess they can't take me anywhere.

Today is my son Alexander's 7th Birthday and we called him to when we got back from dinner. As the days are passing, I am yearning to see my children more and more. I miss them a lot, not to mention my dog, house, other relatives and my life in general. I have always been a very structured, well defined individual and I thrive on discipline and running on schedule. I perform best when my life is in order, but every once in a while I suppose a trip like this is a good thing both to give my mind and body a rest and remind me of how great my life is back home. I am happily ready to return any time.

Wednesday, my Journey to Communist Mainland China which could be titled why you should never a Communist Country without an adequate supply of non-fat muffins. I admit that I willingly signed up for our venture to the mainland. After getting up at 5:45 AM to make sure the office was okay, (they were 13 hours behind us) we had a hurried breakfast and ventured onto the Hydrofoil that would take us on a 50 minutes ride to China. While waiting for the boat, I met a man named Steven, and Englishman who assured me that although the Chinese might kill each other, they generally treated Westerners very well and I had little to worry about.

I sat down next to a couple from England who reaffirmed my general liking for people from the United Kingdom and they thought I should try to visit England in the near future, great advice that my wife wanted me to hear. Unfortunately, the bumpy boat ride did not sit well with her who still had a queasy stomach but she managed to make it to the end without mishap. Once at our destination, we were supposed to be met by a member of our tour service who would have our one day visas. Unfortunately, this person was not there on time and we ended up to have to wait an extra half hour because we ended up at the back of the immigration line. Once done there we met our tour bus guide name Dalen. Dalen was to spend the whole day with us and keep us out of any potential trouble. He was 24 years old and assured me that his life was much better here with the current move toward capitalism. He also would no give us anyone's last name, a defense mechanism from living in a Communist Country.

Our first stop was an exhibition of miniature representations of Chinese's most famous landmarks, temples and buildings. It was very interesting and we spent a few hours learning about Chinese History and it's people. To us, American ancient history is from 1492 and Columbus onward, with most happening after 1776. For the Chinese, many of the ancient buildings and traditions are thousands of years old and they normally speak in terms of millennium instead of centuries.

We then spent the next two hours driving to the town of Guangzhou. The trip was highlighted by the driving of our other tour guide, who I thought was going to get us killed by high speeds and quick lane changes. The countryside was a zoning committees nightmare. There were new buildings interspaced with farmer's shacks, partially completed buildings, strip-mining on hillsides, banana groves and rice patties. Most of the new buildings were empty and almost none had roads leading to them or parking lots. There was no architectural thought as to the buildings or locations and the area looked like a complete mess.

Unlike Hong Kong, there were almost no Westerners and we were stared by the local people. When we reached the city, our driver changed and the method of driving in a Chinese City became apparent. Like the local buildings, the driving is the same chaotic mess, it resembled a great game of chicken between the bicycles, motor scooters, cars and trucks. All drivers went anywhere without regard to lane or direction and kept going until they got where they wanted or had an accident.

We only saw the results of one crash but the number of close calls was incalculable. I suppose every big city has its own rules of driving but I could not discern a pattern for China, of course they never drove in New York City so who am I to judge? Lunch was an experience. Our guide said that Chinese consider snake, cat and dog as delicacies but they would only service us beef, pork and fish. We were happy to find out later we were served from the "American menu."

I had learned the night before to use chopsticks which was a good thing because I did not want to appear anymore of a tourist, then I already seemed, by asking for a fork. Cliff was the hit of the Restaurant because he ate everything in sight and the waitress loved him. I survived on peanuts, orange soda and fried rice. Luckily I had one last non-fat muffin that I had bought from New Jersey in my knapsack which was my emergency supply. I had already eaten my last Granola Bar at the port that morning.

After lunch we visited a large nine story Temple which was beautiful and I began to climb it, but six stories up it had gotten awfully high and the banisters around the outside too low so I came down. After visiting the Sun Yet Tsen memorial, we went to a store where they made us tea and we began to buy cups and tea kettles for home. The owner kept trying to have us buy everything individually but I took over the negotiations to buy everything at one time to get a better deal. I had learned from the eyeglass man and tailor and after everything was added up, we negotiated a final discount and everyone was happy. Making that deal was the most fun I had that day, I guess I am missing work more and more.

Outside the store was a park with many retired men sitting around with their pet birds in cages. This is common in Communist China that retired men congregate, talk and bring their birds. Then we went to a park with some beautiful rock sculptures and a waterfall and then to a market where they sold all types of exotic birds. We then went to the Train Station for the return ride back

to Hong Kong. We made it to the train platform, after going through Immigration, and not knowing if we could board, I went up to a red coated stern looking woman and asked if we could go aboard. She looked at me and said "sit down". I turned and got away from her as quickly as possible and 1/2 hour later we were finally able to get on the train.

I retrospect my impression of Mainland China are that the architecture of the historical sites was breathtaking, the food was okay, the people very interesting and thank goodness they had a lot of bathrooms. I do not plan on going back. There was a dining car on the train and I went to check it out. On my way, I saw the English couple I had met on the boat trip out, they had a good day. All seemed well except for the food in the dining car, there was nothing there for me to eat. By that time, the thought of more Chinese food was becoming a stomach problem and I passed in favor of my last muffin.

We finally got back into Hong Kong about 9:00 PM and it was a pleasure to once again see our beautiful hotel in stark contrast to the Chinese Mainland. I went out to the local store to try and find peanut butter, bread and jelly for a small meal but was luckless and I ended up with noodles and soup. After getting back to the Hotel, my father-in-law passed by and asked me if I wanted to go for dinner, weighing that offer against the noodles and soup, I immediately left with Jeff and went to eat at the Hotel lounge. Sitting there eating a turkey sandwich and sipping an iced tea, I was appreciating my life, capitalism and the US more all the time. I was also learning that business meant more than hard work and a willingness to try. Being in the right places and meeting with the right people makes all the difference and can cut the time to success dramatically.

Thursday morning, I decided to look the Hong Kong Trade Bureau and try to find some sources for Ad Specialist (Keychains, mugs, pens, etc.) for a friend of mine. I traveled to the Island of Hong Kong via the Ferry(Our Hotel was on the Island of Kowloon) looking like a typical commuter with a tie on and newspaper in hand. The newspaper, received free when I exchanged money, had an article in it about a man who was trying to set up a world celebration on New Year's Eve for the year of 2000 bringing in the new Century. His plan was to have beacons light across world in celebration of the new century, marking two thousand years of completion and hoping for world peace. He was also trying to raise 1 billion dollars for various charities, I love big thinkers.

Trade Bureau staff gave me a book with all of the companies in the Hong Kong area and I set about photocopying various types of suppliers and information on tariffs and exporting. As I made my way back across the ferry, my mind began to mull over the idea of bringing in products to the US. I decided to try and visit some of the companies in the Kowloon area. I knew that bringing in products to the US probably had some restrictions but I also knew that if I was determined I could find a way to do it.

I also figured that few companies would go to the trouble to import so it could be a new selling area for our company. Back at the hotel, I asked one

of the great hotel staff, to call up a list of companies I had prepared to try and set-up appointments for me to take plant tours. When I got back from lunch, Italian Spaghetti, it was great, she had already made one appointment for that afternoon and I ventured out into the city of Kowloon to find the company.

Luckily the Taxi Drivers as well as everyone else, in Hong Kong are extremely pleasant and were willing to help me find my way. The plant tour took me out of the tourists' path and the people I met everywhere were great. The man I was supposed to speak to was named Lawrence. I also found out most people here have both Chinese and western names. He was about twenty-one years old and spoke halting English. His company sold hand and foot care and skin products. He was very aggressive in trying set-up a situation where we could bring his wares into the US. I noticed some sewing kits and mirrors which I thought would be of interest, but Lawrence said another company division sold those and he brought in another man named Ansalom.

Ansalom was about 35 years old and even more aggressive than Lawrence. He looked at me for a second and asked me if I was a Jew. If this had happened in the United States, I would have figured it was an insult and been ready for a battle. But my father-in-law had mentioned that many of Hong Kong's oldest and richest families were Jewish, so I looked at him and answered I was. He broke out into a wide smile and said his company owners were part of my religion. He then gave me some prices on a mirror and brush set (probably less than 1/2 of what I would pay in the US) a price list and a promise to send me samples via mail. The meeting went on for about 20 minutes and then I got up to leave and Lawrence ended by saying Shalom (good-bye in Hebrew).

As was to become common for all of the companies I visited they always manufactured on mainland China, due to cost, and deliveries were usually 4-6 weeks. The prices were incredibly cheap but import duties and shipping still had to be paid. From what I was told business for most Hong Kong manufacturing companies has apparently not been great for the last few years and my coming in was seen a great business potential. I went back to the hotel elated. I was finally working again after almost a week, and having a tie and jacket on again felt great. Business in Hong Kong seemed just like here in the US and I felt at home. I love new areas with unlimited potential.

Thursday night I decided to swim instead of run because my left knee was beginning to bother me. I was practicing my Karate Katas (Martial Art offensive and defensive exercise form sequences) in one of the Hotel Courtyards when one of the employees came up to me and was staring and then start smiling. I smiled back and after he left it occurred to me that I was being watched by he and others who were all probably masters in some form of Martial Art or another and I felt a little intimidated. Obviously, not too much because over the next three days, I followed the same format of practice and then swimming in the heated outdoor pool. The air temperature was about 65 degrees, so I did not dawdle when I got out of the water.

There are three things to do in Hong Kong, eat, shop and do business. Thursday night we went to the Mandarin House for Dinner, the second 5-star



restaurant in 3 days. This time it was Chinese food and I did not fall asleep, maybe I was getting better at this.

Friday was dedicated to going to see four different types of companies that sold products that varied from umbrellas to pens to jewelry boxes to calculators. The common thread was the aggressive nature of the owners and the willingness to do whatever was needed to set-up trade. Some of the places I visited were just like being at home and in fact one building even had a similar smell, I suddenly realized it was filled with printers and the familiar odor was ink and paper ( I come from a family of printers). Dinner was at another Chinese restaurant, I am very happy to be going home tomorrow and back to Western Food, although I am getting much better at using chopsticks.

Saturday, normal check-out is usually 12:00 PM but the hotel staff, as is usual with them, very kindly extended our checkout to 6:00 PM, so we could still use our rooms. Between the incredible people, the nice rooms and the bilingual staff, this is one great place (Hong Kong Omni Prince Hotel), besides they also let me play my American Music tapes in the lounge and even gave me a power converter so I could use my laptop computer.

Since it was Shabbat (Jewish the Jewish Sabbath), my wife suggested I try and find one of the local Temples to pray. It sounded like a good idea so I crossed the harbor and took a cab to the local Synagogue. It was fenced off and had a guard at the front. I asked him if I could go in and he said nicely that no visitors were allowed on Sundays. When I said I was Jewish and wanted to pray and showed him my prayer book from our Temple in New Jersey, he said it was okay. Stepping beyond the fence was like a time warp. The first sign I saw said Mikvah Toilet which meant I was in a Jewish Orthodox House of Worship. The building had an oriental look, it was built in the early 1900's by some of the extremely wealthy, founding Jewish members of Hong Kong. The grounds were gorgeous and well maintained.

I made my way to the front door and two children were playing there. I asked in English if that was the way in and in perfect English they said yes. As I opened the door I could have been anywhere in the world including New Jersey. All of the signs were in English, mostly about supporting Israel. The men all looked English, Israeli or American, no Asians and the women were in the balcony. Everyone looked well off and I took a seat before actually going into the sanctuary.

Half an hour later, I was on my way out, no one had spoken to me or I to them except to say good morning to a woman as I was leaving the compound, it was an interesting experience. I have always been told that you can go into any Jewish Temple anywhere in the world and the general service will always be the same, so you will always have a place to go. Once outside I was back to reality, taxied back to the Harbor, picked up my shirts, suit and sport jacket from the tailor, they looked great and went back to the hotel.

Lunch was Italian Spaghetti again, ice tea and bread and while there I started to read a book about the Astor Family, at one time the richest people in America, that I had brought from home. It was very heavy and I was looking

for an excuse to leave it in Hong Kong, but I felt there are no accidents. The book told about a man who became one of the richest in America via many venues including the importation of goods from China. Feeling it was a sign that I should keep the book and I should try my hand at importing I packed it with the rest of my gear ready to bring it back home no matter what it weighed.

After jogging one last time along the Harbor, practicing a little Karate and swimming I went back to the hotel and packed. Now came the moment of great truth. What to do about customs. It was always been my policy to tell the truth. I got conflicting pieces of advice about this concerning the clothes and eyeglass I had bought in Hong Kong. You were allowed \$400.00 before an extra tax was levied on the balance. No one was sure what the tax was, anywhere from 10-30 percent. I decided to tell the customs people about the clothes and glasses and pay whatever was demanded.

After a tearful good-bye with Bunny and Jeff, Wendy and I got to the airport, went through Immigration had a sandwich and I left to travel to San Francisco on my own. She was to follow on the next flight. The ride was uneventful and when I got off the plane I lucked out that my suitcase was one of the first off of the plane. I zoomed over to immigration and passed onto customs. The official there, after hearing this was my first time through was very nice. He did not ask to search my baggage and told me I owe 100.00 tax for the material I brought in, which was a 10% duty and after paying I went into the main Airport. Amazing, I had been worrying about it all week and I had passed through in about ten minutes.

I made my way to the United Airlines lounge and waited for Wendy to come in. After two hours and no word from her, I went looking and eventually heard a page for me. She had been waiting at the gate and was frantic because she could not find me. The pages were not heard in the airline lounge where I had been waiting. After we both calmed down and had a snack, we then jetted back to New Jersey arriving on time at 6:00 AM in the morning, the trip had taken about 22 hours.

There was still some snow on the ground and home looked great. As I had suspected twenty minutes after we got there, life was back to normal with the kids and I spent the rest of day trying to stay awake so I could get on a normal sleeping schedule. In retrospect, I gave the trip a 7 2/1 out of 10, which considering my pre-trip apprehension was very good. It also has given me an open mind as far as future travel and we are even talking about visiting England in two years, imagine that.

Editors note: it is now 20 years later and I travel frequently throughout North America, Mexico, Europe and Asia. This trip broke the ice for me regarding travel in general and I will be forever grateful to my wonderful mother-in-law Bunny, who has since passed, for taking us on this trip.



# COLOPHON

This book was prepared using Adobe InDesign CC on an Apple iMac 3.4 GHz Intel Core i7 running OS X Yosemite 10.10.5. The original text was supplied from the author as individual Microsoft Word files and was imported into Adobe InDesign CC.

The body text is set in 10 point Times New Roman. Headings are typeset in Times Regular. All body fonts are PostScript Type 1 fonts.

Cover design and concept created by Richard Green III using Adobe Illustrator CC on an Apple iMac 3.4 GHz Intel Core i7 running OS X Yosemite 10.10.5.

Layout and formatting were done by Richard Green III and Alexis Spencer.

Editing was performed by Erin Sloan and Alexis Spenser. Proofreading edits were entered into master Microsoft Word documents. Text was then imported and formatted in InDesign CC.

The finished layout was exported from InDesign CC in Adobe Portable Document Format (PDF). The resulting PDF file was uploaded to the Ideal Jacobs Corp website ([www.idealjacobs.com](http://www.idealjacobs.com)) for digital download and digitally transmitted to the print facility for imposition, set-up and printing.

RG3

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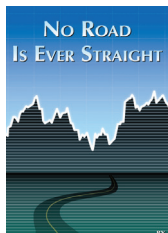
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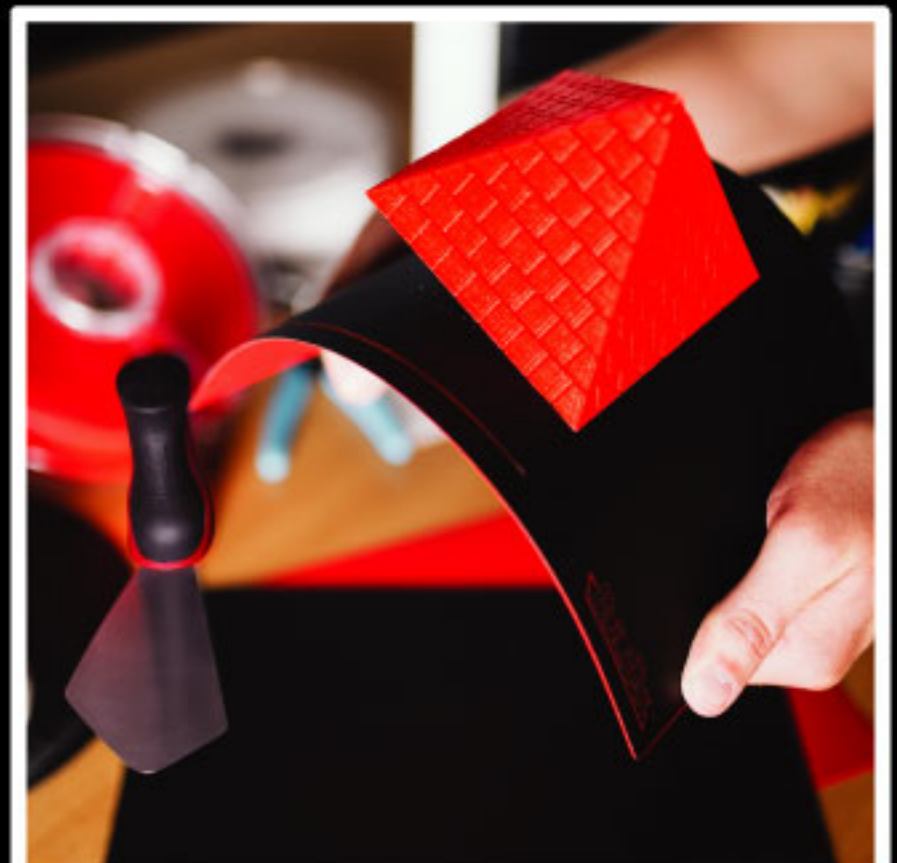
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