

I left one great consulting firm—the Boston Consulting Group (BCG)—to join a small offshoot called Bain & Company. Bill Bain, the founder, believed strongly in the Principle. He kept telling us, “Your best new customers are your existing customers.” ([Location 257](#))

Bill Bain reasoned that if \$1 million of consulting could deliver \$5 million of value, then \$10 million could deliver \$50 million of value, or maybe much more. For a big client, there was no artificial barrier. Though he never expressed it this way, value delivered to a client was fractal. By focusing on a few terrifically powerful causes of profit improvement, the sky was the limit, both for the client and for the consulting firm. ([Location 266](#))

It’s not the exact number 80/20 that’s the rule; it’s the principle of positive feedback, which is when behavior is rewarded so that it produces more of the same behavior. Sometimes it’s 60/40 or 70/30; sometimes it’s 90/10 or 95/5. The exact numbers aren’t so important. But it’s always there. ([Location 368](#))

80/20 says that if you have 10 rooms in your house, you spend almost all your time in two or three of them. It says if you hire 10 salespeople, two will generate 80 percent of the sales and the other eight will generate only 20 percent of the sales. That means that person for person, the two are SIXTEEN TIMES as effective as the eight. That’s right—a good salesperson isn’t 50 percent better, he or she is 16X better. That means there’s huge leverage in 80/20: much to be gained if you pay attention, much to lose if you don’t. ([Location 397](#))

80/201 = 16:1 80/202 = 250:1 80/203 = 4,000:1 80/204 = 65,000:1 80/205 = One million to ([Location 403](#))

you have enough numbers to run 80/20 five times, your winners are a million times better than your losers. That’s million-to-one leverage, and it’s not a joke. It’s reality. ([Location 411](#))

If you’re trying to get something done, if you care about achieving results, there’s a much better way to see this class and everyone who took the test. Let’s put the kids on the 80/20 Power Curve (which you can access www.8020curve.com), in Figure 1-6. ([Location 475](#))

You need to resolve to stop thinking in terms of averages. Instead, think in terms of extremes and multiples, exponential growth and powers of ten. ([Location 506](#))

Almost everyone talks about “average,” but average equals mediocrity. The 80/20 Power Curve is about results. ([Location 527](#))

Top performers are not twice as good as average performers. They’re more like 100 times better. ([Location 529](#))

Everything that really matters in business isn’t linear, it’s exponential. 80/20 is about Power Laws—powers of 10. You should always think in multiples of 10. ([Location 530](#))

Everything you do with your customers racks the shotgun. ([Location 560](#))

If you’ve racked the shotgun by offering, say, a troubleshooting guide, and 50 people have turned their heads by requesting it, you can rack a different kind of shotgun—like offering a live training workshop. This narrows your 50 down to 10 hyper-responsive targets who will carry you farther than the other 40 combined. ([Location 561](#))

Selling to the right person is more important than all the sales methods, copywriting techniques, and negotiation tactics in the world. Because the wrong person doesn’t have the money. Or the wrong person doesn’t care. The wrong person won’t be persuaded by anything. ([Location 569](#))

Tags: blue

PARETO SUMMARY ▷ “Rack the shotgun” means triggering your audience and seeing who responds. ▷ Before you bet your time or money on any sales or business project, you need to rack the shotgun. ([Location 575](#))

Tags: pink

What I found out was that if I focused my time and money on racking the shotgun and paying attention to whose head whipped around when they heard that sound instead of playing poker with every bloke who walked by, and if I steadfastly rejected the cold-calling game and insisted on finding other ways to sort people out, I reaped not one but two benefits: Not only did I spend far more time having actual conversations with qualified prospects, they respected me much more as well. ([Location 599](#))

At minimum, you need a mechanism for turning the publicity into a sales funnel, like an offer of a white paper or diagnostic tool or problem-solving cheat sheet. A cheat sheet is a one-page document that super-summarizes a complex topic. Great cheat sheets are a lot of work to write because there's no room for filler. But that's exactly why people love them. Ditto with diagnostic tools—a handy example is my “Is Facebook for Me” tool at www.IsFBforMe.com. ([Location 664](#))

These are the seven cardinal rules of the 80/20 sales professional: 1. No cold calling. Ever. You should attempt to sell only to warm leads. 2. Before you try to sell anything, you must know how much you're willing to pay to get a new customer. 3. A prospect who “finds” you first is more likely to buy from you than if you find him. 4. You will dramatically enhance your credibility as a salesperson by authoring, speaking, and publishing quality information. 5. Generate leads with information about solving problems, not information about the product itself. 6. You can attain the best negotiating position with customers only when your marketing generates “deal flow” that exceeds your capacity. 7. The most valuable asset you can own is a well-maintained customer database, because people who've already bought from you are way easier to sell to than strangers. ([Location 677](#))

Tags: pink

As a marketer or salesperson, you MUST thoroughly master at least one form of advertising media. ([Location 744](#))

Don't use shoe leather and cold calling to generate leads. Think positioning, not prospecting. ([Location 762](#))

The Power Curve says that if 50,000 people will spend at least \$100 per ticket for a football game, 238 will spend more than \$10,000 (see Figure 5-6, page 37). ([Location 827](#))

That's because 80/20 is fractal, which means it's a repeating pattern where the smallest parts resemble the whole. ([Location 835](#))

According to Forbes, the Bears' total revenue for 2010 was \$266 million with gate receipts of \$61 million. Yes, those numbers fit pretty nicely with mine. With just one piece of information—the least expensive ticket on a popular game day—the Power Curve gives you a surprisingly accurate estimate of the entire economic picture of a sports team with millions of fans, from 11-year-old kids to billionaires with luxury skyboxes. Why? Because 80/20 isn't just a business rule of thumb. It's a law of nature. ([Location 864](#))

You can punch what you know into www.8020curve.com, and it will either report a bunch of other numbers that are true in your business or else will be true once you've maximized every opportunity. ([Location 897](#))

Traffic, conversion, and economics form a Power Triangle that governs everything that happens in sales and marketing. ([Location 907](#))

you need to answer four questions: 1. Who would buy this? (that's T) 2. What can we say to persuade them to buy? (that's C) 3. Can you reach them affordably? (that's E) 4. Can they give you money? (that's E) ([Location 935](#))

The second thing I want you to notice about the Triangle is: You needed to go counterclockwise to decide how to sell something. Which means the primary skill you must master in marketing is thinking backward. ([Location 939](#))

The economic value of an email address is huge. Even with social media, blogs, Twitter, and everything else, email is still the center of the marketing universe. The number-one function of your website is to collect an email address from your visitor before he leaves. ([Location 970](#))

During most of my consultations, economics is the first thing I seek to improve. Begin with the end in mind. Make every transaction more valuable. Capitalize on the willingness of the top-shelf customer to spend money. Do upsells and cross-sells and sell 'em something else. Sell results, not procedures. In other words, don't just sell "pieces parts" and components and items on an a la carte menu. Sell complete packages that simply and elegantly solve the total problem with as little fuss as possible. ([Location 996](#))

Tags: pink

The most famous source of mailing lists in the United States is SRDS, the Standard Rate and Data Service, www.SRDS.com. SRDS is an online subscription service. There are thousands of list brokers that you can work through. Other sources you should investigate include Acxiom's List Direct, www.iblistdirect.com/. I also suggest exploring www.nextmark.com and www.Hoovers.com. I buy lists from Ben Morris at Kristalytics (www.Kristalytics.com/list-brokering) who accesses 150 million household records with over 1,000 data points per record, which are combined from a variety of sources. As soon as you have enough traffic to do an experiment, you need to focus on conversion. That's next. ([Location 1044](#))

John knew that out of 206 cold to lukewarm sales leads, fewer than 5 percent—probably no more than 10—were actually worth a face-to-face meeting and less than half of those would actually buy. If he called all 206 and asked them the right questions, he could save himself a huge amount of time, then spend the rest of his time delivering exactly what the real customers wanted. ([Location 1084](#))

The Five Power Disqualifiers® ([Location 1087](#))

Tags: pink

Sales is, first and foremost, a disqualification process, not a “convincing people” process! ([Location 1125](#))

DANGER: If your net worth exceeds even a paltry \$350,000, Nancy Pelosi is about to claw \$50,000 from your bank account. Transcript from secret congressional committee. Marty (800) 555-1212. Look at how many Power Disqualifiers we managed to use here: Money (\$350,000); Bleeding Neck (“Pelosi is about to claw \$50,000 from your bank account”); USP (“transcript from secret congressional committee”—nobody else is offering that). We crammed three out of the five into a couple of sentences. ([Location 1150](#))

Case Study of a Successful B2B Sales Message Below is a hunk of copy I’ve used on my website. It’s generated consistent leads every day for years. This is from www.perrymarshall.com/gm. I’ve highlighted the 20 percent that contains the key persuasion elements: ([Location 1158](#))

Tags: pink

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Tags: pink

Headlines, italics, highlights and bolds emphasize the most important 20 percent for people who are skimming. This is called “Dual Readership Path.” ([Location 1186](#))

This Guerilla Marketing CD offer is a classic, decade-long lead generation success story. It employs my favorite persuasion formula, Problem—Agitate—Solve, which you see here in the

copy that promotes it. You can make similar offers in thousands of different markets, and as long as you're reading people a page in their own diary and speaking to them about the most painful things in their life, you're racking the shotgun. ([Location 1217](#))

Tags: pink

PARETO SUMMARY ▷ The Five Power Disqualifiers® are: 1. Do they have the money? 2. Do they have a bleeding neck—an urgent problem that must be solved now? 3. Do they buy into your unique selling proposition? 4. Do they have the ability to say YES? 5. Does what you sell fit in with their overall plans? ▷ Headline test: If your headline were a classified ad, would it make the phone ring? Don't focus on your product. Focus on the urgent problem, the bleeding neck. ▷ Best sales formula ever: Problem—Agitate—Solve. Most people don't spend nearly enough time on the "Agitate" part. ([Location 1222](#))

Tags: pink

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Four Questions Your USP Can and Should Answer 1. Why should I listen to you? WHAT CAN YOU "MAKE" UNIQUE ABOUT YOU? 1. Service. Guaranteed friendliness. Guaranteed delivery. Guaranteed live person on the phone, etc. 2. The market you serve is unique, e.g., your focus is businesses with 10 employees or fewer. 3. Your product is unique. It has a guaranteed result It's tailor-made for X kind of person. Using it is a guaranteed "experience." 4. Your whole "experience" is unique. A cab/limo driver promises hot Starbucks coffee and a morning newspaper waiting for you, and he'll have you to the airport on time or you don't pay. 5. Your price is unique. It may be a low price ("We'll beat anyone's advertised price or your mattress is free!"). It may carry a premium price (see the "Expensive ... by Design" ad in Robert B. Cialdini's book, *Influence: The Psychology of Persuasion*). There are guaranteed add-ons that other competitors don't offer at your price (or which let you ask a higher price). 2. Why should I do business with you instead of anybody and everybody else? 3. What can your product do for me that no other product can do? 4. What can you guarantee me that nobody else can guarantee? You can download a handy three-page USP worksheet and watch a presentation

by the president of my company, Bryan Todd, at www.perrymarshall.com/8020supplement/. ([Location 1248](#))

Whenever you have something in your sales funnel that's not working, you just need to break it into pieces and make the first piece work. You don't look at it as failure; you think of it as an experiment that didn't work. If you can't sell a product, see if you can give it away. Or give part of it away. If they won't take the free item, find out why. ([Location 1298](#))

Also, stop what you're doing right now, and sign up for my free, online mini-course at www.perrymarshall.com/google. You can pull it up on your smartphone. ([Location 1328](#))

"Test 50 ads. One of them's going to be a crazy winner." You write 50 ads. Eventually, one of them's gonna fetch as much traffic as the other 49 put together. The good news is most people don't even test five. That's the 80/20 of ad writing, and in online advertising, testing is what separates the men from the boys. ([Location 1410](#))

When you execute the 10 steps I described above, you get a world-class sales funnel. You dominate your market, and you easily expand far beyond AdWords. ([Location 1443](#))

The expanding universe theory of market domination says you build out your advertising strategy in this order: paid search engine traffic first, then email and affiliates, then social media, then offline media. ▸ How ([Location 1518](#))

Tags: pink

Kaizen means "continuous improvement," and the real power of kaizen is the compound interest of that improvement over time. ([Location 1563](#))

Rule of 72—it says that 72 divided by the interest rate tells you how fast the investment doubles in value. If you earn 12 percent annual interest, you double your money every six years, because $72/12 = 6$. ([Location 1565](#))

That's right, two to three years later, your sales are a thousand times greater than they were the very first day you started. Admittedly, your first day was pretty dismal, but this should give hope to everyone who's launched a fledgling new venture. ([Location 1576](#))

Sometimes it's to your advantage to spin off other brands and add new USPs to the marketplace. ([Location 1606](#))

Handy rule of thumb: 80/20 says that 20 percent of the people will spend 4 times the money. It also says that 4 percent of the people will spend 16 times the money. Memorize this—it's one of the most powerful facts you could ever know about business. ([Location 1629](#))

Tags: pink

One thousand visitors means 1,000 members. The 1,000th member (the lowest-spending person in the lineup) spent \$1.40. We enter the data like this at www.8020curve.com, in Figure 12-2 (page 94). The graph it gives us is shown in Figure 12-3 on page 94. When you click on "Examine a range of members," you can check up on Member Number One—your top-spending customer. The tool predicts the customer wants to spend \$537 at Starbucks today. How does a person spend \$537 at Starbucks? Do they buy 100 lattes? No. They buy three lattes, two blueberry scones, and one espresso machine! As I'm writing this, Starbucks' website features two espresso machines, shown in Figure 12-4, page 95. ([Location 1639](#))

Repeat buys: Of the people who buy more than once, 20 percent of them are responsible for 80 percent of the repeat purchases. Money: 80 percent of the overall money comes from 20 percent of the buyers. Quantity: How many units of a specific product bought at one time is on the Power Curve. 20 percent of the orders represent 80 percent of the quantity. Diversity: How many different types of products they buy at any one time is on the Power Curve. Twenty percent of the orders represent 80 percent of the diversity. ([Location 1679](#))

That means you can add a \$290 product and a \$2900 product, and you'll probably double your sales. If you have thousands of customers, the spread will be even wider. Many businesses do not have product offerings spanning a 100:1 range, so they're missing all kinds of opportunities to sell to their existing customers. ([Location 1719](#))

The 80/20 principle says that if 10 people will pay \$1 for a cup of coffee, two of the 10 will pay \$4 for a better cup of coffee. As long as the superior cup of coffee is perceived as being "just as good of a deal" as the ordinary one, you can be reasonably certain that those two will step up to the plate and spend the extra money. ([Location 1726](#))

The Power Curve (www.8020curve.com) shows you the "propensity to buy" in your customer base, even if you have data on only one single product. ▸ The Espresso Machine Principle says that a business based on many small transactions can make just as much money from a few

large transactions. ▷ Most businesses are leaving all kinds of money on the table, and the Power Curve shows you where it is. ([Location 1740](#))

My manufacturers wanted to sell only off-the-shelf, commodity items. They sold components, but they didn't offer complete solutions and they didn't guarantee results. I learned the hard way: There's nothing worse than selling for a company that won't stand behind what you promise. ([Location 1773](#))

A company willing to write a check but not do their part to install or implement your solution and then blame you for it isn't saying yes. ([Location 1826](#))

"IF you pay us \$4,000 and IF you install our [widget] correctly and IF you follow all the steps and IF your system is up to spec, THEN I guarantee you that our [widget] will be [sterile and operate perfectly and yada yada] OR ELSE I'll pay to have the [widget] ripped out and install the competitor's [widget] instead. "Oh, and nobody else makes a guarantee like that. If you qualify and obey the instructions, I guarantee you this will work." That's a Power USP. ([Location 1829](#))

Master Formula for a Power USP If you are _____ (qualifying type of customer or company) and if you _____ (commit X dollars and follow steps Y and Z), then you will achieve _____ (specific results) or else _____ (penalty to me, your vendor). That Power USP gives you the ability to charge more than everybody else, because you deliver results. ([Location 1833](#))

Tags: pink

Any time you want to figure out how to get more money for what you sell, ask yourself this question: "How do I make what I give my customer more of a finished result and less of a procedure?" ([Location 1846](#))

What's the difference between a \$500 outfit from J.C. Penney and a \$1,200 outfit at Nordstrom? Confidence. How much is that worth? ([Location 1868](#))

"Good marketing always harnesses natural forces," Ken says. "When something works in the marketplace, there's almost certainly a prevailing wind or force that you're cooperating with, that makes it possible. It's a huge mistake to fight nature." ([Location 1884](#))

You see here that the most valuable 30 minutes of a \$20-per-hour employee's time is actually worth \$150 per hour. Also notice: 15 dollars per minute is \$900 per hour. Did you notice that? ([Location 1978](#))

You increase your income by focusing on all these activities and find some other way, or some lower-paid person, to do the low-value activities. You move resources from the left side of the curve to the right side. When you do that, you are suddenly on a new curve ... but the curve is still the same shape. You're on a \$50-per-hour curve instead of a \$20-per-hour curve And guess what? • The least valuable minute in your day is worth 19 cents. • The most valuable minute in your day is worth 39 dollars. So you're always climbing, climbing the Power Curve. ([Location 1983](#))

I invited my subscribers to listen in, I got 200 people on the line, and in one hour I sold \$11,000 of products and consulting. Ten thousand bucks an hour. Wow. Dang. I sold as much money in that one hour as I usually sell all month. Once you have an experience like that, you'll never forget it, and you'll never want to go back to the old way. That was about two weeks after I'd read Richard Koch's 80/20 book. I realize that I'd inadvertently applied 80/20, and I needed to master the 80/20 principle. A hundred thousand dollars per year equals 2,000 hours at \$50 per hour. Most people think of those hours as roughly equal, but nothing could be further from the truth. ([Location 1994](#))

In the last chapter I showed how even a \$20-per-hour, \$40K-per-year person probably spends at least one minute each day earning \$900 per hour; he or she just doesn't know it. And once you're aware of this, you see the huge disparity. It doesn't take a genius to realize there's even more \$1-per-hour tasks, plus a very few \$10,000-per-hour tasks. ([Location 2002](#))

Notice that many times \$10,000-per-hour jobs don't pay off until a lot of \$10- and \$100-per-hour infrastructure has been put in place. Tragically, so many million-dollar ideas don't see the light of day because one person is so bogged down in \$10- and \$100-per-hour jobs that they just never finish. ([Location 2010](#))

Figure 15-2. Some jobs are worth 1,000 times more than others. How are you spending your time? ([Location 2013](#))

Tags: pink

Note: Mirar la tabla y hacerme mi propio split - esto puede funcionar para la clase del IE

Most of the items in the \$10 column are pretty easy to hand off to someone else—bills, receipts, checking voicemail, etc. But if you're just starting out, you should also seriously consider getting someone else to do household tasks like: • Washing clothes • Cooking • Cleaning • Shopping • Putting gas in the car This will easily free up 10 hours per week. In most cities, other people will do stuff like this for \$10 per hour. Your productivity doesn't have to improve that much to pay for the help you're hiring—and remember, you don't have to pay them until two weeks after they start! ([Location 2022](#))

“What items on my to-do list can I hand off to my personal assistant?” You will find that you can usually give one-fourth to one-half of your list to your assistant The feeling you get when you can cross 10 things off your list and not have to do any of them yourself is wonderfully addictive. ([Location 2041](#))

As soon as you have any margin, as soon as you're starting to get any traction at all, you need to start handing off those \$10-per-hour tasks to others. When is it OK to do this? As soon as you're personally earning \$100 per hour on any kind of consistent basis. ([Location 2047](#))

PARETO SUMMARY ▷ When you apply the Power Curve to time, you see that even a \$20-per-hour person is worth \$1,000 per hour at least one minute of every day. ▷ Your job, in managing your time, is to climb the Power Curve. ▷ As you climb the Power Curve, bigger opportunities always show up. ▷ Divide everything you do into \$10-, \$100-, and \$1,000-per-hour tasks. ▷ As fast as possible, hire out the \$10-per-hour tasks to others. Eventually you'll be delegating \$100-per-hour tasks, too. ▷ Remember, basic household jobs are far easier to outsource than complex business tasks. ([Location 2069](#))

Tags: blue

It's not actually that hard to be worth \$100 per hour. For the most part, you simply need to get competent. But to consistently be worth \$1,000 or \$10,000, you must be excellent. You can be excellent in only so many areas. You need to build your excellence in the \$1,000-per-hour and \$10,000-perhour jobs, not the \$10-per-hour jobs. Some people are excellent at washing clothes, but washing clothes is never gonna pay the big bucks. ([Location 2081](#))

Tags: pink

Go to www.perrymarshall.com/8020supplement, and access the Marketing DNA Test. In 10 to 15 minutes, it will report your unique profile, measuring eight different communication styles: • Alchemist. How much creativity and imagination do you use to persuade? • Producer. How much do you employ systems and rules when you persuade? • Live. How naturally do

you persuade on the spot? • Recorded. Do you like to refine and edit in advance? • Images. How much do you rely on visual elements to communicate? • Words. How much do you prefer written and verbal communication? • Empathy. How much emotion do you use to persuade? • Analytics. How much do you count on facts, numbers, and logic when you persuade? ([Location 2091](#))

This is the “Unique Capability” survey. Choose people who have known you for at least five years. Email them and say, Hi, I’m taking Perry Marshall’s productivity course. You know me well, and one of the assignments is to ask: What is my unique capability? What do I naturally do better than most people? Please reply back with any thoughts you have. This really means a lot to me. Thanks. Then when you get replies from your friends, sift and sort through their responses, and ask yourself: • What talents did ALL of your friends mention? • What talents did most of them mention? • What talents did at least two of them mention? This exercise indicates what you should be doing every day. ([Location 2158](#))

I’d like you to pull all of your friends’ answers together and condense them into a single paragraph that describes what your “giftedness zone” is. ([Location 2172](#))

Build on Your Team Members’ Strengths Ask the people on your business team to take the DNA test and the Unique Capability survey. Then get together, have everyone share the results, and give everyone a chance to elaborate on what they see in each other. Ask everyone what tasks they crave and what tasks they really don’t want anymore. I guarantee you, it’ll be one of the most fun, most productive get-togethers you’ve ever had. ([Location 2177](#))

Tags: pink

Score yourself with the Marketing DNA Test. Gain free access at www.perrymarshall.com/8020supplement/. ▷ Email five people who know you well, and ask them what your Unique Capability is. ▷ Develop your Love List and Hate List, and remember—anything you hate to do, somebody else loves doing it. ([Location 2208](#))

Let’s assume the 10 generated a total of \$300,000 of sales last month. Here’s how they’re almost certainly going to stack up: 1. Karen \$91,500 2. Scott \$50,300 3. Bill \$35,500 4. Regina \$27,700 5. Marilyn \$22,900 6. Greg \$19,500 7. Steve \$17,100 8. Sunil \$15,200 9. Mark \$0 10. Evan \$0 ([Location 2219](#))

Tell them: “Welcome to your test drive. Yes, we will pay you, but this is just a test drive.” And before you even get that far, give them something to do right away. “Here’s 50 old sales leads.

Call these people and find at least one ‘live’ one in the bunch and pass it back to me.” Give 50 leads to 5 salespeople and you’re going to learn a lot about them real fast. ([Location 2240](#))

The Five Power Disqualifiers also apply: 1. Money. Will they work for what you’re willing to pay? 2. Bleeding Neck. Do they want a change of scenery in their career right away? 3. USP. Do they bring special skills to your team? 4. Do they have the ability to say yes and accept the job? (Maybe they’re just using you to get a raise.) 5. Does working at your company fit into the overall plans for themselves and their family? ([Location 2250](#))

How to Hire Great Talent Online Start with the easy stuff: Talent sites like Elance.com or Fiverr.com. You can post \$50 or \$500 projects on Elance, and there’s not much damage if something goes wrong. Fiverr is even easier—pay the five bucks, post your request, and away you go. The greatest virtue of these services is that the threat of a bad user rating does much to increase the quality of the work. If somebody’s done 50 projects in the same category, and they have a 9.0 out of 10 rating, then you can be sure they’re pretty good. Tips: • If you post a bid, offer a reasonable price, and pick someone with a good rating, you still have a 50 percent chance of a botched project. Choose two bidders, and pay them both to do it. • Go for the top 1 percent: Find the “Top 100 coders” or “Top 100 workers” list, and privately bid your project directly to that worker. He’s got a 9.7 average rating over a span of 63 projects, and a 6.0 rating would kill him. He’ll drive through walls to deliver a good product, and he’s naturally, inherently gifted. • Do a small project with a bidder before commencing a large one. Fiverr is great for this. You can spend \$100, hand out micro projects to 20 people in one hour, and within a few days you’ve auditioned 20 people with an almost foolproof indication of how good they are. Fiverr is the fastest way in history to rack the shotgun. ([Location 2266](#))

I got 12 Affiliate applications and 19 Content Czar applications. Almost all of them were at least respectable. The \$25 fee weeded out everyone who didn’t think they could win. I eliminated all but five Affiliate apps and nine CZ apps and then gave them an assignment. To the Affiliate applicants, I created a sales audition. I told them, “You’ve got a week. Put together some deals, and show me what you can do.” Two produced results, three did not. One produced far more than the others and that was Jack Born. I told the nine CZ applicants to take the MP3s, transcripts, handouts, and supplemental material for one of my training programs plus detailed results of a customer survey and create a mini-product that I can sell for 20 to 40 bucks. They had to package the product and write the sales promotion, and I’d pay them a commission on any sales. ([Location 2288](#))

Not only that, most people’s “Quantum Leaps” in business are closely associated with making these kinds of changes—not just marketing breakthroughs but breakthroughs in delegation. ([Location 2388](#))

There's a potent marketing lesson here. Who buys a book like *It Takes a Village*? Who reads it? Two kinds of people: 1. People who love Hillary 2. People who hate her guts Those are the only two kinds of people who matter. Most political and social battles are fought by the people on the extremes. They are the only ones who speak out, and the only ones who really even pay attention to Hillary at all. ([Location 2545](#))

If you want to get love and adoration from raving fans, you almost certainly need to be willing to be reviled by others. If you are not willing to take a stand, you are boring. You are milquetoast. You have nothing interesting to say. ([Location 2553](#))

The best rallying point for your own cause or position in the marketplace is strong opposition. ([Location 2573](#))

members in the month after the shooting. Nothing puts more money in the gun industry's coffers than fierce protests against guns. Thus the old adage, "There's no such thing as bad publicity." ([Location 2578](#))

One of the cardinal rules of marketing is: Never go into a market unless you can write a page of your customer's diary and be so spooky-accurate that they wonder: "Hey were you spying on me last night?" ([Location 2633](#))

How to Get \$250,000 of Critical Market Data for Free with Nothing More Than Your Computer, an Internet Connection, and a Lazy Sunday Afternoon to Spare! ([Location 2645](#))

Glenn Livingston, ([Location 2646](#))

80/20 Survey Technique for Hyper-Responsive Intelligence ([Location 2725](#))

Tags: pink

For example, it's infinitely more powerful to know that 40 percent of your prospects need a computer that boots up quickly because they're paid based upon per-unit productivity, for example, than just knowing they need a fast boot. In the former case, you don't know how to paint the mood and tone of your advertising, whereas in the latter you know it's all about the frustrations of per-unit workers. Here's a simple way to fix this problem. Ask them not only

WHAT their single most important question or need is relating to your topic, but WHY they chose to look for a solution today and HOW DIFFICULT it was to find a good one. ([Location 2733](#))

Tags: pink

The 80/20 Protocol Send these three questions to your prospect and customer list (or recruit people via forums, Twitter, Facebook, and other social media gathering places on your bull's-eye keyword): • The WHAT question: "What's your single most important question about ___? (Keyword)" • The WHY question: "Why would it make a difference in your life to get a good answer for this problem or find a solution for your need? (Details, please.)" • The HOW DIFFICULT question: "How difficult has it been for you to find a good answer for the above to date?" (Not at all difficult, somewhat difficult, very difficult.) So what do you do with this information? Quick and dirty summary: You throw it into a spreadsheet. You discard the "not difficult" and "somewhat difficult" and you keep only the "very difficult." Those are the people who really have an itch that they can't figure out how to scratch. Then you throw away the short answers and keep the long answers. What's left are your highly influential 5 to 10 percent who will actually give you money for a product that solves their problems. Their answers are literally a page out of their diary. And you'll know exactly what problems your product has to solve. There's a much better approach, however, one that's much more precise. I have devised a simple scoring system for your survey, and you can download it at www.perrymarshall.com/8020supplement. When you're done, sort your data by this score ("hyper-responsive score"), and look at the top 20 percent of responses. Or if you have thousands of responses, look at the top 5 percent instead. THESE are your most hyper-responsive prospects, and it's within those responses you'll find the most motivating language, needs and your point of difference benefit. ([Location 2739](#))

Tags: blue

PARETO SUMMARY ▷ It pays to answer a question in a marketplace only if it's a question that nobody else is answering. ▷ You can find the questions people ask and the exact language they ask them in with social media. Social media is for listening more than it's for talking. ▷ Google's keyword tool tells you how many people are searching for solutions. ▷ When you solve the most urgent problems that the most responsive 5 percent are searching for, you hit pay dirt. ([Location 2758](#))

Tags: blue

The short list of things to test and track are: • Money In, Money Out • Click-Thru Rates of Google ads • Conversions of specific keywords to sales • Opt-in and lead-generation pages • Sales pages and order forms • Individual traffic sources (affiliates, banner ads, email promotions) ([Location 2771](#))

Tags: blue

At any given time, there are only three to four things you need to focus on to get your business to the next level. Three to four keywords in your present Google campaign. Three to four pages on your website. A couple of critical steps in your sales funnel. A couple of products. One or two critical salespeople. ([Location 2861](#))

Next: Look for the Next Big Thing. I don't know what that is for you, but it's likely to be something from the following list: 1. A super-deluxe version of your product at four times the price. 2. An unmet need that nobody in your market is dealing with, and pent-up demand. 3. If you perform a service, sell a product that teaches 'em how to do it. If you sell a how-to product, perform the service. 4. If you sell a service, add a physical product. If you sell a physical product, add a service. 5. If you've tapped out your existing market, take your skills into a new market. 6. Repackage your product or combine it with other products to create more dimensions of value. 7. If you sell something on a one-time basis, turn it into repeat purchases with a membership. ([Location 2867](#))

Tags: pink

You can optimize half of your process by optimizing the most important 5 percent. ([Location 2881](#))

Once you've optimized Traffic and Conversion, turn your focus back to Economics. ([Location 2882](#))

You can find thousands of things to measure, test, and optimize, but at any given time, only three to four really matter. ▸ You can grow your business 50 percent by optimizing the most important 1 percent. ([Location 2970](#))

This time, my 80/20 lever was list segmenting. They had been mailing the exact same promotion to millions of customers. I showed them how to segment their file with Recency, Frequency, Money—tailoring the message to specific subgroups. That would slash waste, and spike response and revenues. We created over 85 list segments and customized each message by no more than one or two paragraphs. The result was a 70 percent open rate and a 59 percent increase in overall sales. ([Location 3226](#))

Tags: pink

I've since applied my two unique capabilities—selling live and accelerating systems—at companies like Toshiba, Corel, Sony, Microsoft, St. Jude's Children's Fund, Catholic Near East Relief Service, Christian Children's Fund, and dozens of others—the big names! I found other ways to multiply myself. I discovered that when selling from the stage, I could make as much in a 90-minute presentation as I could in three to four months of consulting or writing copy. ([Location 3231](#))

If you know any two of these things ... • Total number of members • Number of members who responded • Mean or median output • Individual rank • Individual output ... you can predict the others because 80/20 is truly a law of nature. ([Location 3379](#))

If you understand logs and powers of 10, you now understand that everything in business and sales and marketing, and the math of what drives the world, is exponential and logarithmic. In business you MUST think in powers of 10 in order to see the world accurately, to size up opportunities and make sound judgments. ([Location 3431](#))

In 80/20, the rule of thumb is: • Five times the people will spend one-fourth the money. • One-fifth the people will spend four times the money. • Ten times the people will spend one-seventh the money. • One-tenth the people will spend seven times the money. • One 100th of the people will spend 50 times the money. • 100 times the people will spend one-fiftieth as much money. ([Location 3443](#))

So if you have 100 customers who've spent \$10,000 each, you can be certain that one of them can spend a million dollars. Or at least half a million. This is almost inevitably true; all you have to do is put the right offer in front of them. ([Location 3451](#))