

H M A

HIDDEN MARKETING ASSETS

University

CONFERENCE CALL SERIES

**A Conference Call With Bill Bodri,
Author Of...How To Write A
Million Dollar USP
March 30, 2007**

 Michael Senoff's
HardToFind Seminars.com

Dear Student,

I'm Michael Senoff, founder and CEO of HardToFindSeminars.com.

For the last five years, I've interviewed the world's best business and marketing minds.

And along the way, I've created a successful home-based publishing business all from my two-car garage.

When my first child was born, he was very sick, and it was then that I knew I had to have a business that I could operate from home.

Now, my challenge is to build the world's largest free resource for online, downloadable audio business interviews.

I knew that I needed a site that contained strategies, solutions, and inside information to help you operate more efficiently

I've learned a lot in the last five years, and today I'm going to show you the skills that you need to survive.

It is my mission, to assist those that are very busy with their careers

And to really make my site different from every other audio content site on the web, I have decided to give you access to this information in a downloadable format.

Now, let's get going.

Michael Senoff

Michael Senoff

Founder & CEO: www.hardtofindseminars.com

Copyright Notices

Copyright © MMVII - © MMVIII by JS&M Sales & Marketing Inc

No part of this publication may be reproduced or transmitted in any form or by any means, mechanical or electronic, including photocopying and recording, or by any information storage and retrieval system, without permission in writing from the Publisher. Requests for permission or further information should be addressed to the Publishers.

Published by:

Michael Senoff
JS&M Sales & Marketing Inc.
4735 Claremont Sq. #361
San Diego, CA 92117
858-234-7851 Office
858-274-2579 Fax
Michael@michaelsenoff.com
<http://www.hardtfindseminars.com>

Legal Notices: While all attempts have been made to verify information provided in this publication, neither the Author nor the Publisher assumes any responsibility for errors, omissions, or contrary interpretation of the subject matter herein.

This publication is not intended for use as a source of legal or accounting advice. The Publisher wants to stress that the information contained herein may be subject to varying state and/or local laws or regulations. All users are advised to retain competent counsel to determine what state and/or local laws or regulations may apply to the user's particular situation or application of this information.

The purchaser or reader of this publication assumes complete and total responsibility for the use of these materials and information. The Author and Publisher assume no responsibility or liability whatsoever on the behalf of any purchaser or reader of these materials, or the application or non-application of the information contained herein. We do not guarantee any results you may or may not experience as a result of following the recommendations or suggestions contained herein. You must test everything for yourself.

Any perceived slights of specific people or organizations is unintentional.

A Conference Call With Bill Bodri, Author Of...How To Write A Million Dollar USP March 30, 2007

Writing compelling USPs is essential. Because it separates your client from his competitors, the USP will serve as the foundation for all areas of your client's business -- from the way the phone is answered to the advertising that's sent out. So this audio is dedicated to mastering USPs.

In this 70-minute conference call, Bill Bodri along with several HMA consultants and I go over specific strategies that will help you pull together the greatest possible USP in the least amount of time. You can usually get it done in less than an hour -- even for your most challenging clients.

But best of all, we kick around ways to package up and present the USP so that clients will be blown away with the value you're giving them. So if you're worried that business owners aren't going to be happy forking over \$3,000 for a piece of paper with a USP on it, then you absolutely must listen to this call --the amazing ideas from that section alone are worth the time.

Here are some other USP issues discussed in this call:

- How to give your USPs the "wow" factor just by making them specific and personal to customers
- How long should a USP be? Is the limit really 90 words or less?
- If you have a longer USP, what are some effective ways for integrating it into marketing strategies?
- When developing a USP, is it necessary to poll customers? And if so, how to go about doing that?
- What is "positioning," how is it different from a USP and should you even worry about it?

- How to uncover USPs quickly and easily just by knowing a few tried-and-true methods

This conference call will get you well on your way to producing the most powerful USPs possible. And Bill Bodri is just the guy to talk to about the subject. He's the author of "How to Write a Million Dollar Unique Selling Proposition," and he shares a mountain of useful information during the call. He also says he'll give a great deal on his book for any HMA student interested. (Thanks to Gary – he's the one who asked for the deal during the call.)

The bottom line with USPs is this: the more you write them the better you'll get at writing them, but this call will definitely help to catapult you over that learning curve faster than you thought. Enjoy.

Michael: I want to welcome everybody to the March 30th HMA conference call. We should have a good amount of people on. So far, we've got four or five or six. I want to welcome Paul Flood, John Strange from Dallas Texas, Steven Wells from Scotland and Rodney Burge from Chicago.

Rodney: Not for long, Michael. I just read this joint venture stuff. I haven't been able to sit down since I read this joint venture magic.

Michael: That's great. I'm glad you're excited. So, we'll probably have a few more people come on as we go on, and I want to go over a couple of changes. I don't know if anyone's noticed. If anyone has been into the HMA University, I've spent about ten hours reorganizing that whole section of the site.

Instead of two pages where it was a little confusing, there's going to be one main page. I will also be changing the user name and the password. I will be sending that to everyone. It's going to be one user name, one password. You're going to have one control panel, and you'll have access to all the tools and all the recordings.

I have also added thousands of dollars worth of some of my other products that I sell, as you know the Joint Venture Magic is one course that I sell individually outside of the HMA system, and you know that comes in addition when you become a consultant.

I've also added my Barter Secrets course, which is extremely powerful. It's on trade and on barter. If you're not familiar with it, for some people it's almost impossible to get wrapped around their head, but once you get it, you've got it. Either people get it, or they don't.

I would encourage everyone to go through those recordings, and I've got a little loophole on how to buy trade dollars. It's like buying a dollar at twenty cents on the dollar. You don't have as large of a market to spend your dollar. You can only spend it within an organization, but I have hours of consultations explaining this concept.

It could be very powerful when used as a consultant, if you're in the right area. So, I've added that included with the HMA System.

I've also added a new product I have which is called the Eugene Schwartz master pack. Eugene Schwartz is one of the greatest copywriters ever. He's not alive anymore, but it's a product I sell. It's just chock full of links.

I've also added another product that I have called the Phone Secrets. It's a product that I developed when I was working with George, my tanning bed client, because he was doing such a poor job on the front end handling incoming calls. We put together a whole product on how to handle incoming calls, and that's available for you free in the HMA University.

Then, there's another product I added which has been in there, but a lot of people may not know. It's called the \$31,500 links package, and it's just a humungous package of resources and links for free webhosting, all kinds of free stuff. It's just chock full of great resources especially internet related.

Some other news, I'm working with my website host provider, the people who provide my server time. His name is Nick Gilbert. Some of you may have heard me consult with him, doing a USP call with him, but he approached me and wanted to put together an entire product based on his years of selling hosting service.

He's sold millions and millions of dollars worth of hosting and he's learned a lot of real secret stuff. He's originally a programmer. We've just recorded six modules on internet marketing. It's an entire course, and I negotiated it free for the HMA consultants. That's going to be available probably in the next four or five weeks. That'll be up there as well.

I also have some exciting new recordings. You definitely want to check them out on the HMA University. They're done. I just have to put them on that link, but they'll be in your control panel.

One is a wonderful, riveting recording with Dave Flannery. I had done a series of recordings on joint ventures, getting stories about people out there who have had successful joint ventures. Dave had put together several joint ventures to get consulting clients, and you do not want to miss this.

Doing it this way, even if you don't know the contact, is just a hundred times easier than going after clients by doing cold calls on the phone. So, that's going to be up there, and he's going to give you a blueprint of exactly how he did it. You should be able to follow his direction and do the same thing. He's laid it out all very specifically.

Also, an inspirational recording with one of our new HMA consultants, Rob Henchel out of Traverse City. The story goes like this just in a nutshell. You can hear the whole recording on the HMA University. Rob had signed up. He had did the payment plan. He was really struggling. He's got some financial problems, and family problems, and his back was against the wall.

He ordered the HMA system, and it came down to thirty days. He didn't quite have his first client to pay for that next payment, and we were about to quit. He was going to send his stuff back, and he was going to throw in the towel. I was going to maybe say, "You need to throw in the towel."

He had an appointment that night and the next day, and he got two new clients. You'll hear that whole story, and maybe some of the things he learned because he was struggling a little bit, and he did some things a little differently and too a little different approach that seems to make a big difference. You can hear that recording.

Another great story you want to definitely check out is one with a new consultant, Jim Canace. Jim, are you on the line by any chance? He's not with us.

This call is going to be recorded for promotional purposes, and this will definitely be up in the conference call section of the HMA University, but his story is how he took one small recording. He was getting ready to go in to see a client. He's a marketing consultant already.

He had listened to that part of the Sam Bowman recording, and he was able to use that information to kind of get an idea of how to present and make the offer to his client. He was able to get a client for \$15,000. You'll have that whole story there as well.

Over the years, as I get some documents and promotional pieces, Paul Flood has been generous enough to provide to all the HMA consultants a sales letter he's put together, a couple press releases all related to the HMA. That's going to be up there.

I've got a collection of documents, proposals that other HMA consultants have put together and shared with me that will be available for everyone in the HMA University for ideas and things that they can modify and use as well.

So, those are some of the new things. Now, Richard was unable to make it today, but I didn't want to cancel the call. I figure we could put this time into good use. He'll be back on Friday, April sixth, so we'll continue on. For any questions directed at Richard, we'll save them for that time, so a week from today same time.

I'd like to take this time and introduce a very special guest. His name is Bill Bodri. Some of you who've been listening to the audio recordings have probably heard multiple recordings. We've done four in the past.

Bill and I have done a recording on creativity, on brainstorming, on sales scripting, referral marketing, and of course on USPs. Bill is an expert in marketing, creativity, innovation and peak human performance, with a wide international experience in a variety of fields.

He holds a master's degree in engineering, an MBA from Cornell University, and a master's degree in clinical nutrition. His background before becoming a private consultant includes positions as a management for Booz Allen Hamilton, engineer for Eastman Kodak and IBM, investment strategies for Citibank Asia, director of research from various Wall Street firms, and a direct investment specialist for Hong Kong and China.

Bill now mainly lives in New York. Bill are you going back to Hong Kong or Shanghai currently?

Bill: Not so much.

Michael: So, you're mainly in New York. You've written a number of management marketing and mind training books, including what we're interested in is how to write a million dollar USP and a variety of health, peak performance, and business efficiency and mental training ebooks.

He'll be here for you HMA consultants to really try and solidify and clear up any confusion on USPs. I'll be the first one to ask. The USP,

6

Here's a **quick** and **easy** way you can get into the marketing consulting business. Work part time from home. Help businesses make more money. Listen to hours of free interviews, case studies and how to consultant training at <http://www.hardtofindseminars.com/consulting.htm>

for me, it's just a hard thing to grasp. I still struggle with it, and I'm sure some of the consultants do because all the businesses have unique situations.

Hopefully, this time, we can spend really grilling Bill in trying to get a good understanding on the USP. So, he's here to answer any questions we have, but let me first ask you this Bill. Why is it that getting a USP down can be such a difficult process?

Bill: If you're talking to a business, it usually has competitors, and they want to make sure all the people come to them rather than the competitor. The key is well what will they say in their advertising that's going to make people come to them rather than everybody else?

You can get at this a bunch of different ways, but the real key is you have to come down to a USP, something that makes them different from everybody else. It promises something to the consumer, to the customer, and if they get that right, and there's a naturalness in terms of the market demand coming to them where they don't have to work as hard.

So coming up with that USP is usually the gist of marketing strategy. I was talking to somebody just the other day, one of my friends. He's a consultant, and he used to work at McKinsey. He said that when he actually looked after spending a couple of years at McKinsey, out of all the big Fortune 500 firms who were really successful in strategy. He said, "They all had a USP."

So, basically, what we're getting at with a USP is what is your competitive advantage? What are you basically going to be saying to the marketplace that's going to make the consumer turn his head and say, "Yeah, I prefer this guy versus the other guy?"

That's the key, and as a marketing consultant, you can do all sorts of things from the upsells and joint ventures and follow-ups and database marketing and direct marketing and all this other stuff, but the real core of it probably the first step is you've got to find out what are you going to say to the marketplace? What's the USP, the unique selling proposition?

I consider it the fundamental first step in doing the marketing consulting for any type of business.

Michael: The very first project of the HMA System is developing and creating a USP. The second step is integrating that USP all through the business. Now, we've all heard of the traditional examples of USPs like Dominos

7

Here's a **quick** and **easy** way you can get into the marketing consulting business. Work part time from home. Help businesses make more money. Listen to hours of free interviews, case studies and how to consultant training at <http://www.hardtofindseminars.com/consulting.htm>

and Avis and Federal Express. They're short, punchy, little like one-liners. Other USP experts describe USPs as being more like a paragraph, multiple things. Should a USP be very short, or should it be longer like a paragraph form, or should it be both, and can both forms be used for the client throughout the consulting process?

Bill: There's no general rule. When people are writing books, of course, they make them short because it's easier to understand things, but they should be as long as they need to be, and longer to get the business.

A USP for let's say a computer programmer could be, "Hey, you know, I'm going to give you a guarantee, and we're going to run down this checklist of things after I do the computer programming for you, and if it's not exactly what you want, I'll keep working on it for six months later."

That's long, so if that's what he has to say, that's his package to get business. That's his USP. That can be many paragraphs, but of course, the ones that are famous are Domino's Pizza, and FedEx because they're short and people have collapsed it, and it's easy to understand what people are talking about.

Every business is different. You might be in a very technical service deal where you have to go through two or three paragraphs to explain what you're doing.

Michael: So, let me give you an example. Rob, do you want to use your example with your client what you were up against and why it was such a challenge to come up with something, and kind of propose that to Bill?

Rob: The challenge was they were such a diverse store. It was very unique. There isn't a store like this for hundreds of miles that has everything from groceries to lawn mowers and hardware, full meat counters. This store has everything, and it's a convenience store to boot. So, it's a really unique store in that, and HMA says ninety words or less.

Bill: I don't know the store. When I work with people on a USP, really it's not that complicated. You really can get it done. Usually, we make a list of a bunch of questions like, "How is this store different from others? What's the promise for this particular store?"

I would guess the big thing that you're going to focus on because you're saying it's so different is it's its own unique category. So, if that's the case, what you would focus on in terms of the USP is what the

promise. What are people thinking when they're going to go there? What is the promise that they're satisfying? Do you know that the store is satisfying where they're setting that in their mind, by deciding to go there rather than Wal-Mart?

Michael: If there are so many things to choose from, you could come up with fifty different USPs, and you could talk to the customers. You could talk to the owner. I guess you don't know if you really have the right one. There's no really right answer, is there? I guess having something is better than most of these businesses not having anything at all. Would you agree?

Bill: For a store like this, which I haven't seen, the easiest way to do it than possibly is one of the methods of what I call method eight for coming up with the USP. It's ask the customers. Find out why they are coming to them. How do they remember you?

You just have to poll them. Once I poll them, then you're going to find out, "Oh, this is where this percentage is going to say X, and twenty percent are going to say Y, and thirty percent are going to come and say Z." There you go. That's going to come up with whatever the USP. We're branding how this particular store should be presenting itself in the marketplace.

That's the easiest way instead of you trying to come up with hit and miss and guessing. Find out what the customers are saying because you're just going to tap in to it.

Rob: How do you present that? You do a consulting job for a client. They just paid \$3,000 for this USP, and I've got a piece of paper with words on it. How do you present that so they feel like they're getting value on it?

Bill: Be more specific with your question.

Rob: I'm working with a client, and I've worked with him for about a week to put together a USP. They've paid all this money, but they have an immediacy of it. Can I just say, "Okay, this is your USP. This is what we're going to do with it?"

Michael: The system we sell, we sell projects. The first step is in developing the USP. He charged this client \$3,000 for the first step of a four or five step system. The USP is first, but obviously the USP isn't going to bring instant riches for the business. It's a fundamental step before the other steps are implemented.

So, he's asking the client's paid good money, and you go in and present this project to the client. How do you position it so he knows that there's value? Do you know what I'm saying? It's just words on a piece of paper.

Bill: I understand what you're saying now. All right, let's refer to them like the Domino's Pizza or the FedEx or the Nyquil so that we can take your situation and then compare it to this so you can understand it.

You just basically went into a business and finding out what the USP is, you found out what they're going to be promising basically, the benefit promise to customers and why they're unique. You made it in such a way that it's compelling, and there's a real reason for people to believe the claim. All those things are sort of summarized within the term USP.

So, now you say, "We've just identified for your \$3,000" – you don't say for the \$3,000, you know that, but I'm just tell you what you actually are doing. "We've just identified the core reason people are going to come to you. What they're thinking about you, and what you now have to do is because this is the reason they're coming to you, this is the most attractive factor about you that you want promoted in all your advertising and marketing, now it's our job to put this in all the advertising and marketing, and publicize it everywhere."

"Also, we have to make sure that all facets of your business correlate pretty well and reflect this USP, which we've determined is the real reason people are coming to you so that you're amplifying that even more." Do you see what I mean?

The USP is just basically finding out your competitive advantage, what you're going to broadcast to people so that they come to you. It's the benefit that's going to attract them. It's unique. So, you're different than everybody else. They're going to come to you, and it's compelling.

You just identified that, so now you go back to the firm. You say, "All right, now this is what you're going to put out on your fliers. This is in your marketing. If we have to paint the trucks, that's what we're going to do."

For instance, when FedEx said, "All right, we're going to do overnight delivery where it absolutely has to be there overnight, now that we know that, now we're going to advertise it everywhere, and now we better go inside FedEx, and we better make sure all our systems and processes are designed so that we definitely can do that and do it better and better and better overtime."

The same with Domino's Pizza, once they promised that they were going to deliver you fresh, hot pizza in thirty minutes or less, and that's what they promise, then you have to go back, and they promise. Now, you have to market it everywhere – your advertising, radio, TV, ads, phone book.

Also, you've got to make sure that now you have it, let's structure Domino's Pizza internally so that we can really do that. Otherwise, we're going to lose our shirts.

The USP is just basically first off deciding or determining what's the – I call it the competitive advantage for the firm, but basically it's what is the attractive proposal that you're publicizing to people that are going to make you come there.

Now, you've got to basically say, "Now, once we have it, let's make sure we can really supply that."

You're listening to an exclusive interview found on Michael Senoff's HardToFindSeminars.com.

Bill: Let's popularize it. When you do a USP, usually it's not for large firms. It's usually for a small professional or a product, and it's usually not very nebulous. I had a flutist for instance, and he was making flutes and he wasn't making money. He didn't see any way to do that.

He basically said, "I want to go to making more flute music and selling that." So, his USP hadn't been focused on why is his flute music something people should buy or why is it different than other music. We finally realized that in a space of twenty minutes of questioning that people kept coming back to him and rebuying his music and buying it for friends because it was really relaxing. It was the most relaxing music they've ever had.

So, his USP for the music became something along the lines of, "How you can use this to be relaxed and be stress free." When you come to the USP, you're trying to come up with what's this product represent in terms of a promise to people, and why is it different from everything else?

After you have that, then the reason people have Domino's Pizza, they recite that in FedEx, when it positively, absolutely has to be there overnight. It's because they made it really short and tight. They made the phrases compelling, and after you design or you found the USP,

then the hard part is making it singing, making it really short and compelling. Like Nike, Just do it or diamonds are forever.

Michael: Do you think it's critical for a business to have that short, tight one line?

Bill: No, it's not necessary, but the ones that we have are famous because the ones that we have are from multi-million dollar, multi-billion dollar companies that have the money to do that, like Taste Great, Less Filling with Miller Lite. Does everybody remember those Miller Lite commercials?

That cost them millions of dollars to make it that short. Sometimes you can come up with one and right out of your mouth, it's really that short. It doesn't have to be.

If it's really short like Diamonds are Forever or Taste Great, Less Filling, usually the people have spent millions of dollars in advertising showing commercials will all sorts of back drop, branding connotations that go behind it, but you don't need that.

Michael: What if you have a longer one that's more like a paragraph? How are you integrating that longer USP which may cover four, five, six different reasons why in all their marketing – on their invoices, the way the people handle the phone calls, the processes of the business? Is having it too long or too much going to deter from the punch of it?

Bill: Once again, it's situation specific. You have to look at the particular situation, and then you can say, "Oh, this is what they have to do." Let's use the computer programmer again, and figure out what in the world we could do with somebody like this.

Here's the situation. A guy might say that most computer programmers might charge you a \$100 an hour to write the program you need, and then you're stuck with it whether you like it or not because they don't offer any guarantees. His USP might be, look at how long this is because as a consultant, this is usually the type of person you're going to come upon. You're going to come upon professionals typically, unless you're really good and you walk into a multi-million dollar firm and sell this, but usually the advertising and branding guys do that.

The computer programmer might say, "Well, what I'll do is I'll make sure your completely satisfied." That's his promise. "By checking with you every week for the next eight weeks," so now you have a reason to believe him, "Following the completion of writing the program for you, and to make sure you get exactly what you need, we'll go through my exclusive eight step questionnaire to make sure I build you exactly

12

what you need so there's no reason to believe. Plus, if your needs change, I'll come out and update your program for only \$200 the same time for the first two years."

That's what this guy needs for the market. Now, how can you reduce that down into a sentence? You probably can't. However, on his initial marketing, either verbally or a written letter that he send out, or maybe it's on his website, he can put all that on his billing.

He might be able to summarize that in one sentence, but that one sentence wouldn't have any meaning without the early information, which is what actually got somebody to buy in the first place.

It's all situation specific. You can't just say, "Oh, here's the rule." You're a consultant. You have to use your brain to know where in the world you're going to apply this. If you're lucky, you can make it really short and then plaster it everywhere, but that's not necessarily so.

So, every situation is different. You're all consultants. You'll know exactly what I'm talking about as to where you can put it or where you can apply it. Brevity is better than something that is very long, but brevity at the very beginning doesn't tell the whole story or doesn't make people want to buy or attract people to you, then you need a longer story. You'll know that right away whatever you're working on the USP for people.

Michael: Here's a question from Richard Damuns. He's an HMA marketing consultant. He says in Al Reese's book and Jack Trout, in their book Positioning, they state that the day of the USP is past and that now positioning is everything. Could you describe the difference between USP and positioning? Do you agree with them?

Bill: There's a bunch of marketing words that a lot of people mix together. They mix branding, brand statement, positioning, USP. I don't think you have to agree about all this.

If somebody calls you in, they want to sell more. You want to find out their USP, why they're different, what the promise is they're going to say to the community or customer base is and why they can prove that so people believe them.

Positioning is something perception that's happening in the minds of the target market. It's the aggregate perception that the market has of a particular product or company in relation to their perceptions of other competitors in the same category, and it's going to happen no matter whether you have a USP or not.

An example is diet colas. There's Diet Pepsi and there's Diet Coke. Now, the USP for Diet Coke is Great Taste, and for Pepsi it's one calorie. That's the USP.

Now, the positioning is when people think about Diet Coke, they're not just thinking Great Taste. They're thinking about a whole bunch of things that you can scale in sort of a multi-dimensional face. I can't really think of off the top of my head those because I don't worry about this. The positioning stuff is stuff that advertising agencies are going to do. I'm never going to be drawn into that type of discussion as a consultant on this level what you do.

The positioning thing is something that when they're working on commercials on TV, it's where marketers are trying to create an image or identity in the minds of the target market for something or other, but you have to basically start with the USP. Then, you can position that same product many different ways in the marketplace.

For instance, American Airlines has a brand new sort of like, "It's American. It's institutional." They can position themselves different ways in the marketplace, but that's totally different from the real what's the big promise for that person, and how is it unique and what the benefit is.

In general, I wouldn't worry about positioning and all that. You want to find out how can this product or this guy compete? What's their benefit? What's the unique difference? How are they different from other people? You want to say it in a way that it's compelling and people believe you.

That's it. Don't worry about positioning or this or that. You're rarely going to get into that discussion. Granted, if you're working in an advertising agency, yeah, but really just go right down to the core basics. What's the USP for this software programmer or this roofer or this flutist or whatever?

Just go down to that level, and don't worry about branding, positioning and all these other areas. The USP is just get down to the basics of why this guy versus something else. That's what you've got to work on.

Rob: You said something a couple of minutes ago about making USP sing. What is it about a USP that makes it sing for you?

Bill: It's not for me. It's for the marketplace. That's the idea of you can have a very long one, but you've got to edit it down such that it's more

compelling. For instance, the ones that we remember are the ones that already sing like when we talk about Domino's Pizza and FedEx.

Everybody remembers them because they're short and they sing. Yours don't have to be that way. You can start off with a couple of paragraphs, but if you can boil it down to something like that more, great. If you can't, then you can't, but you're always working it to make it very simple so that the consumer has a simple message.

Consumers can only remember one or two things about your product. So, if you can hit on the one big thing about your product they should remember, and you can make it in a way that they can remember and appeals to them, that's what I call making it sing.

When you're in a room and you're doing this with a bunch of people, and somebody shouts out, "Oh, we should say this." Everybody stops and they go, "Hey, that's good. I like the way you said that." Everybody know, "Hey that's something we might want to try." That's how you know. It's the reaction of the people. It's what works.

Michael: Who just joined us?

Jim: It was Jim.

Michael: Hey, Jim, how are you? Is there anyone who has presented a USP? Paul, for example, can you give an example when you go in there and you deliver your USP, how do you position it to let your client know that, "Here's your USP, and here's the reason why it's valuable?"

What Rob is saying when he goes in there with that piece of paper, and presents that USP, how do you do it with confidence to let the client know that he's getting value? Any feedback on that, Paul?

Paul: I tell people that this is the foundation of their company, and this is going to make the difference between a prospect going to the competitor or coming to them.

I start out with the first sentence in the opportunity analysis being, "Why should I buy from you?" I just really plug that in, and really pound on that continuously to say, "What we have done here is given the reason that people are going to buy from you." If you don't have that reason, then they can go somewhere else, and you won't know it.

It's essentially about what your business is built around. I present the value by saying, "It is going to come back to you many, many times over because we're going to integrate this into all aspects of your

operation, so it's not just going to be lip service. It is going to be something that you are going to be living and believing, and what's really the number one thing for making your business explode."

Michael: Any questions for Bill on USPs? Anything at all? This is the time to grill him. Just jump on.

Rodney: Did you find some type of formula or gut feel when you go into industries that are entirely different from each other? How do you handle them? How do you structure something for a manufacturer as opposed to a tanning salon or a grocery chain or a large retail box store?

Bill: There's a couple different ways in coming up with the USP, and basically you sit down with them or you do it over the phone and you ask them questions. Then you listen for what they say, and usually, they blurt out the USP without really realizing it.

So, all you have to do is just know what these questions are, and you guys should copy these down because they are valuable. One of the questions that Dan Kennedy uses is his say, "What's your greatest frustration about dealing with whatever it is widget a or this type of business?" You ask the customers, and if the customers come back and say, "Oh, what I really hate is blah, blah, blah," if you can fill those gaps in the marketplace, if that business is filling those gaps or that's why people come to that business, then you just articulate it. That's one of the ways of getting a USP.

Another way is besides asking the customers, "Why do you come here?" You can ask the firm, "Well, finish this sentence. We're the only ones in our market that does blank." Sometimes that's the USP. We're the only ones that give a guarantee. We're the only ones that have 24 hour dry wash.

Just having them finish the phrase, "We're the only ones in our market that blank." Well, guess what, if they're the only ones in the market that do something, that's part of the USP. That's making them unique. That's one of the things distinctive.

That's why people are coming there, so that's the benefit so you've got two factors to the USP. Now, all you have to do is you have to word it in a way that's attractive to people and make sure that people can believe it. You can also ask people, "What makes our business dramatically different is that it's the only company to offer blank."

If you can get them to answer that, what makes them special? If you just ask those questions, and keep asking similar questions like that, you're going to get a response that when you look at it and sift it this way and that way, you usually can come up with the USP.

For instance, in all your cities, there is definitely a bunch of dry cleaners, and sometimes, like where I am on my street, there are three dry cleaners. They're right in a row. Why do you go to one dry cleaner versus the other? They're all doing dry cleaning.

There's got to be a particular difference between why you go to that one versus the others. Find out what that difference is, and then what that benefit is that they're offering. That's the USP. So, once you know that, you can go and you can tell that dry cleaner, "All right, now start advertising this. You're naturally going to explode the business versus your competitors because everybody will come to you for this reason."

If more people want that reason, it's attractive to them and they believe you, then you're going to start drawing the customer. So, you see, the guy that wins is the guy that makes himself different from everybody else, and people know they have a benefit that they're offering, and they projected it to the marketplace in a way that's believable.

That's the really important thing because people don't really believe everything today. One of the things that makes things believable is when you have a guarantee. Not words like "We care," or "honest," or "best," or "cheapest" for a USP. You have to say something like "20% lower, guaranteed."

Those are the things that you can use to create a USP. Bonuses or premiums become part of a USP, a guarantee, discounts. If you're doing 24 hour service, that could be a USP, better credit terms. There's all sorts of things that can be a USP.

I think if you take a look on the internet, and Google Jay Abraham USP. He wrote a really good paper on crafting USPs and it's free from the internet. You'll get an idea of how factors like this can be part of the USP, and all you have to do is then just word it correctly in a terse way or a way that's appealing to people.

You don't want it too long if you possibly can reduce it, and that's what I mean by making it sing. So, there's all sorts of factors you can come upon, but once again, I'm going to say over and over again. You've got to basically say to people, "Buy this." You're going to get this promised benefit. That particularly promise is unique. Nobody else can claim it.

You're dramatically different, if you can be dramatically different. If you can't be dramatically different, you're trying to make yourself as different as possible, unique as possible, distinct as possible.

You try and word it in such a way, or make the offer so good that it's compelling. Two-for-one pizza, or thick crust pizza, or pizza with natural ingredients, any way, you try to make it really compelling, and you say it in such a way there's a real reason to believe the claim. Otherwise, there's no credibility.

You could say a lot of stuff, and if people don't believe you, they're not going to just come. That's why for instance, when people announce sales on TV or on the radio, and they say why there's a sale – we overstocked or we had a warehouse flood and we want to get rid of this stuff, when they announce a reason why they're having a sale, always you get a lot more customers.

So, in your marketing information, when you have a USP, you explain the reason why you do this, that always helps the firm with the sale. In direct marketing, I'm sure you guys are learning direct marketing, people always ask guarantees, risk reversals which is a credibility mechanism. They have testimonials. They show the scientific pedigree of the product.

They give people personal experience. Whenever you explain that, that is the credibility or the real reason to believe factor. If you put that in all the marketing material then people tend to believe your USP. Otherwise, you don't want to just say something that's not provable.

I think it was Dove or Ivory Soap that had 99.99 pure. The fact that they have given how much pure their soap was to several decimal places made people believe, 'Wow, they really must be pure.'

So, when you have a USP, always try to work in some factor to it, a guarantee or some type of specificity, something that makes people say, "Wow, these guys must really be real."

If you keep asking people basic questions, you're going to get a bunch of stuff like that. Then, all you have to do is rework it.

Michael: Bill, let me ask you this. Now, on a consulting mode, you go in. You're going to present that you're going to charge a client three grand to develop the USP. The client says, "Why should I pay you three thousand dollars to develop what you call a USP? What's the reason why I need to do it?" How are you going to sell it? What are you going to tell that client?

Bill: You're basically adding me why I would sell a USP for \$3,000, and that's not part of my actual marketing scheme or whatever.

Michael: How would you defend the importance of a USP?

Bill: Here's what I would say for you guys. You say, "Look, if you want your business to explode," and somebody on the call said this, "The fundamental part is identifying why customers come to you, or how you're going to steal customers from competitors. That's your USP."

That's step one of this process. You can't stop there. It's a multi-step process. For me to charge \$3,000, it's got to be that I'm selling them a multi-step process, and this is the first step. Do you see what I mean?

Paul: There's really a couple of other things within the HMA step one that we are bringing besides the USP. We are conducting a competitive analysis, and we're giving somebody a matrix on their competition. When I've gone in and said, "This is how your competition answers the phone. This is what their pricing structure is," that opens some eyes for the customers.

You've got some competitive analysis in there as well, and that has a great deal about you.

Bill: You just sold market research to them basically. It's totally different than just delivering a USP.

Paul: Right, it's a combination of how the HMA system is set up. It also includes in that market research is customer interviews. So, we're telling the client what their customers are saying about them, and when I've had my clients' customers who say good things about them, I said, "If I were to summarize that in a letter and we sent it over to you, could you put it on your letterhead and send it back to me?"

When I go into my client, I go into USP and testimonial letters from their clients as well as competitive research. They look at it and say, "Wow, that for a couple grand."

Michael: Yes, these are great. That's why I'm trying to pull it out of the consultants. What value are you really selling? You're not really selling just a piece of paper with a USP with a slogan or a statement. You're selling intelligence. You're selling competitive analysis. You're selling all kinds of valuable information that they wouldn't know unless they hired you to do this.

Bill: I couldn't sell a USP for \$3,000 unless I was telling them it was the first part of a multi-step process. People just wouldn't buy it. However, I could sell for \$3,000 a market competitive analysis and the USP, and they would buy that because they always have the option at that point because they just got market analysis, and now they know where they stand of never going further. Now they can do it with the information, whatever they want.

Just the USP itself for \$3,000, you're really just couldn't do it unless I would really strive to say this is the first part. Otherwise, they don't know what to do with it. If they wouldn't know what to do with it, who's going to buy it unless they're already committed to steps two, three, four and five.

Michael: That's a good point. So, when you're selling your USP consultants, you may want to think about packaging it, taking the four steps of the USP, and instead of saying, "I'm going to develop a USP for you for \$3,000," "This is what you're going to get, I'm going to do this. I'm going to do this." Explain each one of those four steps so you've packaged it, and you've made it appear to have more value to the client.

Jim: It's now worth \$15,000.

Michael: That's right, and you're only getting it for three.

Paul: One of those things also I'll just reiterate is going in there with testimonial letters because during the opportunity analysis, I'm saying, "What are your customers saying about you?" If they're saying good things, do you have it in writing to show potential clients?

If they say, "Well, I ask for testimonials and referrals, but I never get them," when you go in and lay five of them down in front of them, that's huge.

Michael: Right now, if you could get a digital recorder and get the permission when you're doing the research and you're talking to the customers. I've done this, and a lot of the customers just give glowing testimonials, but if you can get their permission to record that, you go back to the client and play that for the client, they're blown away hearing how great they are and all the great things about them and their service and their business. They're just like putty in your hands.

Bill: Now, you've created a package. You could say, "Look, I'm going to do competitive research and show where you stand." The second deliverable is I'm going to give you testimonials that you can now use in all your marketing documents. Third is I'm going to create for you a

20

USP, they don't know what that is, which you can use in all your marketing now to basically catapult your business forward.

Do you see what I mean? You just now for \$3,000 gave them three separate things they can use any which way, and then leave you afterwards and not have any commitment going forward. Now, you have a package that, "Oh, wow, I can get..." Oh, and then the polling as well.

There's all those things that they're getting in that. You just break it up and say, "Here's what you're going to get for the first \$3,000." Then, after that, whatever you do on top of that, you'd have to figure out what it is you're going to offer in other chunks. Now, you've got four or five things.

It'd be very hard to go into somebody and say, "For \$3,000, I'll give you a USP." They don't even know what a USP is. They all know they need testimonials. They all want to know, "Hey poll our customers." They all want to know what the competitive space is. People will pay for that.

Jim: Did one of you gentleman write a book on how to develop a USP?

Bill: Yes, I wrote a book on that. It's at USPNicheMarketing.com.

Jim: I thought I recognized your voice, USPNichMarketing.com. Why don't you make us all a deal on that book today, man? Give us some cut rate price.

Bill: Sure, there's no problem. If you guys want that, sure, we'll give you half off or more.

Michael: Whoever wants the book, half off, email me, let me know, and I'll arrange it with Bill to get you the book at half off.

Jim: It doesn't hurt to try, Michael.

Michael: You don't get unless you ask.

Bill: When I started out in marketing, I bought \$100,000, \$200,000 worth of marketing documents – Jay Abraham, Dan Kennedy, and you really have to go up the learning curve real quick.

USP is the foundational thing. If you don't have this right, or if the customer has it wrong, it's so hard to market and make it go forward. You really want to find out why they're different, why they're distinctive. Once you've got that, it's easy to write all the other marketing and the

copywriting or whatever, once they know what's the gist of their business and why it's different.

Of course, the market can always change, and they have to come up with a new product. That's not something you have to worry. You just really want the right thing that you have to be promoting to people to get them to buy. That's what copywriting is all about, too, is like, 'What's the big promise for people?'

So, the first thing you really want to do when you look at the business, and a lot of times they know, is you just want to know why are they different? Why are people buying? What's the USP?

If you can come up with that, and then make it succinct, because making it succinct is what I call making it sing. You don't have to get it to one of these places like Breakfast of Champions or Avis, We Try Harder or Diamonds are Forever. It's great if you can, but you don't have to.

You just have to identify it and start telling them, "Use this promise, this USP everywhere." Then, also, you've got to tell them, "Start organizing your business that if this is why everybody's coming to you, make your business ship shape that it starts reflecting more and more of that everywhere, so you sort of build up a brand image in people's mind that these people really do that.

If you can get them to do that, that's basically what you really, really want to do. This is not mine. This is another marketing consultant. I remember this case study. It was of a window manufacturer where people would order windows on Monday, and the builders would get it two or three days later.

This guy wanted a competitive advantage. He wanted a USP, and he was making the windows at night so that he could deliver the windows two or three days later. What this guy did was he said, "All right, well there's thousands of window manufacturers or hundreds or dozens, whatever, that were competing for window business from builders."

He said, "Let's first change our guarantee. Let's make our five year guarantee a ten year guarantee." The reason they were able to do that is because they realized that the returns are all made in the first six months. So, if we had a five year guarantee, we might as well make it ten years.

Then, they said, "Well, if it's ten years, why don't we make it a lifetime guarantee?" So, then they made for their windows, a lifetime guarantee

for the lifetime that people own a home, and people usually own a home, it's about seven years over here in the US. Over in Britain, I think it's about five or six years. They had a lifetime guarantee, which was subject to the manufacturer's warranty on the glass for the product.

So, if the glass manufacturer has a one year warranty, he's just basically guaranteeing labor after the first year. So, then he basically would go back and he'd offer the new homeowner a guarantee for a price. Then, he basically redid his factory so he was making windows quicker. Basically, what happened was I remember sales shot up from 200 windows a week to 400 windows a day.

All he did was he basically said, "Well, what are we doing? Let's make a guarantee in our USP." He made it a lifetime guarantee. In order to do that, he basically rearranged his terms, and he was making the windows quicker as well. That was part of the USP, and then the business just shot up.

You see, the first thing you've got to do is you've got to analyze the business. What's going to make a difference? What's our benefit? What's our different? What's unique?

Then, once you get that, let's start broadcasting it everywhere, and then another step is, "Okay, well let's reshape our factory or our firm so we can deliver that and reflect upon that." The case study to me, was so great because of the fact that the sales difference from 200 windows a week to 400 windows a day, were dramatic because the exact same product. They just basically came up with a USP after analyzing everything which is what appealed to people.

So, sometimes you don't even have to change the product. You just say, "Well, what do people want?" You find that, and then you just word it in the right way, and that's your USP. You start broadcasting it everywhere. You hit the right buttons, and you've got something that will work.

Michael: That's great. Does anyone else have a question regarding USP for Bill?

Steven: Hi Bill. It's Steven. I've just got a quick question for you. Once you think you've come up with a really good USP for a company, then you go through a test and measure procedure. How does that manifest itself? How would you go about that?

Bill: Usually, that's their business to do that. For my business, I just usually help people come up with the USP. I usually don't get into the second part of that, but most of those people I would say, 100% of them usually know right away when we hit that that's the right thing.

For instance, we had an agency for hiring people. They wanted to find out what should their USP be, and it turns out because they were pre-screening people in a different way, they could deliver a qualified candidate to a company usually within two interviews, where everybody else was taking five or seven interviews.

That became their USP and their promise and their guarantee. They knew right away, "Oh, that must be it." We had a roofer, and his USP became the seven guarantee roofer because he was offering seven guarantees and nobody else in the market had any guarantees. That became his USP, and I didn't bother to do any follow up on it because they just knew once they had it, all they ended up doing was encapsulating in their USP exactly why people were coming to them.

There wasn't really any follow up. You usually know right away. It's not usually vague. You usually know what it is that's making people come to you. So, that's what I can tell you. I don't usually get into that part of it, but in 100% of the cases, if there has actually been a problem, you usually know right away.

Here's the thing. It's not so hard to come up with the USP when you talk to the people, but they're working so hard on their business, they can't see it. They usually mention it to you when you're doing an interview with them. It just comes right out of their mouth, but they usually just don't know it, or they don't know enough about marketing that it never connects with them, that that's what they should be advertising because that's why people are coming to them.

You'd be surprised. It's so obvious to you because you're on the outside looking in, but for them, they're just so darn busy working on their business, that what's obvious to you is they've been at their business for ten fifteen years. It just escapes them.

It's not as hard as you guys make think it is. Really, you just have to practice with a couple of people. However, I found that they amongst themselves, don't have this training of what a USP is, so even if they read a manual on the USP, they still are in their own group thing.

Whereas, if you're in then with a mastermind session, or you listen in, usually pick it up immediately, and it's not because you're brilliant. It's just because they're in group think.

So, I'm basically once again trying to tell you, it's usually not as hard as you may think it is. Trust me on that. It really isn't, but you're going to find that they usually don't know what it is because they never really thought about it the way you're structuring it. They're just so busy doing the business. They're in sort of a mass hypnosis group thing that they can't look at it the way that you're looking at it.

Just with a couple of questions, God's honest truth guys, you usually can get one with an hour. Eighty percent of the time, it's within forty minutes, unless it's something that's a business like a grocery store where they're the same as everybody else, in which case you have to ask the customers why they come.

The really tough ones are the ones where it's a "me, too" type business. That's the one where you really have to think about it, but usually for most people, they'll tell you why people come to them, why they're different than other people.

If those guys are hiring you, you've got to remember this too. If those guys are hiring you, they're usually pretty astute because regular companies aren't usually going to hire you. It's the people who know they need something, who are usually smart and willing to try something. They're usually a little different than the people that aren't going to do anything and just go along with business.

Those guys being a little bit sharper than others, usually have a USP that they developed without not even knowing it. It's just that they usually don't know how to elucidate it.

I've always been amazed as to why they don't know that that's their USP because that's what it is. It's usually really a pattern. So, don't think it's really that hard. Just basically find out why people are coming to them, and if they don't know, you just basically have to ask the customers.

Eighty percent of the profits usually come from about twenty percent of the customers. So, just find out four or five of their best customers, and ask them why they do business with those folks. Then, you're going to usually get the answer.

Michael: We've only got about fifteen more minutes. Does anyone else have a question on USPs for Bill? If not, I wanted to bring something up that was pretty interesting. It had to do with Rob when he was doing his opportunity analysis for his clients.

He had a situation where he was at a management meeting, and he was presenting and trying to accomplish the opportunity analysis questionnaire for multiple people. Rob, can you tell the story of how you kind of ditched that, and you went to printing out the slides of the PowerPoint, and how that kind of made a difference for you in getting that client?

Rob: I went through the actual form that we have in the system a few times with a couple of people. It just wasn't clicking for me personally, but I knew the information enough where I didn't need the form.

So, what I did is I just went to the thirty minute slide show that Richard had put together, and I printed out some of those slides and I put HMA instead of 21st Century on them.

I basically just printed them out in black and white, seven handouts, one for each person at the table, and we just flipped through it together. I found it really effective because normally, I'm just asking people. They don't have anything in their hands. They're all over the place. They're talking about all kinds of stuff and wasting time.

When they were going through this with me, I'm the only one in a suit, so I definitely had some rapport from that, I found that they stayed right on track. It definitely positioned me as their resident expert here right now. I have the information, and I was taking them through something new. It worked great.

I just got to the end of the last sheet of paper of the slideshow, which in PowerPoint. You just go and print out the slides. I just used the thing that Mr. Flannery had shared at our last conference call about just look at the main decision maker and say, "What do you see as the next step for us?" That's what closed the deal.

Michael: I appreciate you sharing that. Paul, how about you? Have you had to present or pitch in front of multiple people using the opportunity analysis? If so, were there any challenges that way?

Paul: Yes, keeping on track was a major challenge. I'm starting the program with my attorney. That was a challenge because I had five guys in the room, and they're all looking at things totally different. That's a great suggestion for keeping it on track.

I've also had that challenge with individuals where they want to start talking about their actual business, and if you give them a tip or two, what they find is, "Okay, what can I do to squeeze more free advice out of this guy?" Yeah, that's been a challenge.

You're listening to an exclusive interview found on Michael Senoff's HardToFindSeminars.com.

Michael: Jim, are you still with us?

Jim: I'm here.

Michael: Do you have anything you want to share? When you were presenting to that client, how did you handle it? You had multiple people in front of you, correct?

Jim: Right, I did.

Michael: How did you do it? Did you use the opportunity analysis, or did you use a variation of it? How as that for you?

Jim: When I did that, I hadn't even seen the opportunity analysis yet. I literally had just bought the program, and downloaded one interview. I literally had the interview.

The way I did, I would go and ask him what makes you different, which is one of the first questions. Why do people buy from you? Then, they always give me the same answers. It's always a very generic answer.

Then, I say, "Let's break that down." What makes that a benefit? Being a copywriter, I realized most people may have some sort of benefit, like let's say it saves me money. It saves me time, but they don't understand how to break that down into a real benefit.

I took that first question, why do people buy from you, and let's find out what the real benefits are. I started breaking that down. I sort of just treated it like a copywriting process, and they started giving me the answers.

These people were interior designers. They worked with developers, very high-end developers, and they gave me all the feedback that the developers had given them and what the benefit actually is from the developers point of view. So, it was just breaking down that very first question.

Michael: Very good. We've only got about ten more minutes, and then we're going to have to end the call. I wanted to try something a little different. I wanted to bring even more value to these calls as we get going.

This is for anyone who wants to participate. I want to use the last ten minutes of this call to use it somewhat as like a marketing mastermind. Each one of you on the call has different expertise. You have different professions. You can bring different things to the table that maybe some of the other consultants could use or would like to know about you.

I'd like to kind of start creating more of a mastermind where all of us could work together and use each other's strengths and maybe rely on each other, if you're willing to participate. So, only if you're willing to participate, I'd like to go around.

Whoever is on the call, just introduce themselves, tell where they're from, what they do, and anything that they could offer as help or support to any of the other consultants. We've got to keep it really succinct, maybe about a minute or minute and a half each.

Paul, would you be willing to start? Also, Paul, I'll give you two or three minutes because what you email me, you were talking about pulling some resources for lead generation. Go ahead.

Paul: My name is Paul Flood. I live in Fairfield, Ohio, which is a suburb of Cincinnati, and I've been actively promoting the HMA consulting practice since the end of last year.

I have a background in product management and development for very large corporations and office equipment, and a background in sales management as well.

I think particular skills that I bring and are available include small business marketing. I was the chairman of a local Chamber of Commerce, so I have a very good perspective on what to offer small businesses.

I also am a fairly decent copywriter and could write good sales copy. So, if anybody needs help in that range, I can do that as well. One of the things that I had emailed to Michael yesterday about pooling some resources.

I was obviously listening to a couple of the past conference calls. We do seem to be asking for a lot of the same things. One of them was being good telemarketers. Any of those of us who have tried to find a telemarketers have known that it's a hit or miss proposition. It can be fairly expensive if you've got a weak learning curve. It's often three to four hundred dollars for somebody, and you don't know if they're going to work out.

I have contacted a couple of professional telemarketing firms to see if they would be interested in setting appointments for me. Then, I was looking at the fees they were charging, and one guy was saying, "Well, I can get you a hundred or 150 appointments a year." That's obviously too many for me to handle.

He was also going to charge \$800 to set up the scripting and things. That got me thinking, "Well, if there's other people in the country who would be willing to invest as well, any professional telemarketer with a good series of references, I'd be more than willing to lead the initiative to get it going and try to get some details on these people."

Michael: I appreciate it. If anyone is interested, please email me, and I'll put you in touch with Paul.

Gary: My name is Gary Carter. I'm in Charlotte, North Carolina. You will find me on the first page of the audio clips. I guess I'm still on the first page down next to the bottom about asset protection. I'm an expert in asset protection.

I also do estate planning. I've done it for years for attorneys. I can give you advice in that area. I'm also a retirement planner. I can help you to plan a retirement where you will never run out of the money, loss principle or interest again.

I also help you to find money. I'm a certified entrepreneur advisor. I can help entrepreneurs start up a business without giving up any ownership in their company. I do have resources of billions of dollars of capital. I do use other people to do some of these things.

Basically, I take a company and turn it into a symphony. I have extreme knowledge on working with charities. I'm very versed on offshore planning and offshore structuring. I'm very versed on business structuring on how to establish your business, what type of entity you should be looking at, and I also work a lot with charities in helping them and working with senior citizens and helping them protect their assets and plan their futures.

So, if I can help you in any of those areas, you can contact Michael, and he'll put you in touch with me.

Michael: Thank you. Any one else? Bill, how about you? What kind of services are you providing? You did talk to me a little bit about lead generation, and is there anything you want to add about that.

Bill: The focus on my business is I have a bunch of joint ventures and the big thing that I'm starting to do over this last year is generate leads for companies. So, we generate leads for companies in all sorts of industries, whether it's a roofer, law school, where now we're talking to some business schools.

If somebody has a product or a service and needs more leads, we're using the internet to generate leads at a fraction of what the normal costs are. That's something I would recommend you guys take a look at. Besides learning how to do the USP, get your clients to do two things as well.

One is if they need to get leads, because it's cheaper than anything. The other thing is just do direct marketing, direct marketing, direct marketing in some form or another. You're going to help them bundle, if you can get them to just do anything that's more direct marketing or any institutional advertising oriented.

Those are the big three things I want you guys to think about in the back of your heads when you're trying to help all these firms.

Michael: We've got to end the call. The interference is getting pretty bad, and I've got to go I want to thank everybody for joining us. Bill, a big thank you, I think it was a great call. I think we got a lot of ideas on how to package and build more value into a USP. I think it was very helpful. You did a wonderful job, and all the consultants who were on the line, thank you very much for participating.

Please go to the HMA University, look at all the new stuff, and just stick with it. If anyone needs anything, just email as always, I'll get right back with you. Thanks everyone for joining. Bill, thank you again. Bye everyone.

