

## **The Circle of Marketing – Special Report #3**

By Daniel Felsted

### **The Circle of Marketing is:**

1. Hiring
2. Employee Training
3. Customer Experience Management
4. Developing Internal Marketing Strategies (IMS)
5. Advertising/Direct Marketing, and
6. Relationship Building.

### **Hiring Is Part Of Marketing**

How do you choose a new employee? What do you look at in their resume? What are the most important factors about the prospective employee in your opinion? Today I hope to challenge your thought process and share with you something new.

What are the kind of things that don't make it onto a resume that are vital to know about a prospective hire and why are they considered important as part of marketing?

Well, let me tell you about my first job out of college. It was for a manufacturer as a graphic designer. I was asked to create a direct response ad for a magazine, which I did.

About a month later the ad came out and phone calls started coming in response to the ad. My workstation was across from the customer service representatives. On the first day I heard one of the reps say, "That offer isn't for one of our products, sir. That must be for our competitors." And she ended the conversation before I could get her attention and inform her that indeed that was one of our offers.

You see, even though I sat across from her she didn't know what I was doing and didn't have the initiative to investigate and find out if it was indeed one of our products being offered as the customer said. This has stuck with me over the years and has helped form my theories on marketing.

### **Everything Is Marketing**

The circle of marketing is based on the truth that everything a company does is marketing. If you or your company hires a person who actively serves in their community then you are hiring someone who will, most likely, take a proactive approach to the challenges faced in the workplace.

If you hire someone who is dedicated to self-improvement, you will get someone who takes an active roll in your company. When they make a mistake, they will not make excuses for their mistakes, they will learn from them and work to not make that mistake again. They will become an asset.

If you hire someone who actively reads or writes about your industry or related industries you will get someone who can spot trends, recognize pitfalls and find opportunities that others can't see. They will become an asset.

If you hire someone with broad interests, you will get someone who can find new ways to market your products: new ways to use your product, and new ways to explain your product to your customers. They will become an asset.

If you hire a problem solver, you may be fortunate to discover problems you never knew you had that your customer want answers to. If you hire someone who loves being a customer you will be hiring someone who can help you serve your customers better. They will become an asset.

Conversely, if you hire someone with none of these traits, you will most likely get someone who wants an easy job. They will become a liability.

### **Questions To Ask**

Questions to ask while interviewing that will reveal a gold mine of information or lack thereof are:

- How do you spend your free time?
- What have you read recently?
- Do you keep a journal?
- Do you write down your goals?
- What are some of your goals?
- How much time do you spend on self-examination?
- Who are your mentors?
- How much time have you dedicated to your field of expertise or this position?
- What does service mean to you and how do you serve others?
- How would your boss describe you?

Are you beginning to see my point? Few of these items can be found on a resume. But they play a vital roll in your companies' success. Who you hire will reflect on the success of your brand, your company, even your success! Will your new employee be an asset or a liability?

What do you do when you meet the right person? Gary Wortman said it this way, "When you meet the right person, hire him. Don't worry about whether you have a position available or the budget for it. Always make room for a good employee." How do you define the right employee?

The way I see it is, in our service economy it is imperative to get employees that understand service and proactively pursue it in its many forms. This is the only way to meet the needs of your customers and fulfill the truth of marketing—everything a company does is marketing. Do you have the capacity to see the ability in others?

This is how I see it. Remember, ideas are the currency of the 21st century. Make sure your new employees have them! They are your greatest asset!

Dee Hock really got me thinking when he said:

“Hire and promote first on the basis of integrity; second, motivation; third, capacity; fourth, understanding; fifth, knowledge; and last and least, experience.”

In the many interviews I've had in my life I believe that the exact opposite has been the case for me. Reviewing my experience and knowledge has almost always dominated these interviews.

Since I have been keep track of interview questions I have not see much evidence that employers first, see hiring as part of their marketing plan and second, they don't believe in this theory.

You cannot easily teach integrity, personal motivation, capacity, understanding and the pursuit of knowledge. You can, with much effort, inspire people to improve in these areas but few are willing to invest the time needed to become a mentor that can inspire such change in others. Though this was the norm in the generation of our founding fathers.

Here are some questions that I feel are more appropriate for a first interview. Questions that will help reveal the character and motivations of those you hire.

### **First Interview Questions**

1. Describe a time where you worked by yourself to accomplish a project. A project where you took full responsibility for its completion.
2. Discuss a situation where you have shown the ability to conceptualize and reorganize information into new patterns.
3. Explain in detail something you are an expert at.
4. Describe the process you would go through to gain a thorough knowledge of a subject.
5. Show me examples where you have committed yourself to the pursuit of lifelong learning.
6. What was the last thing you read? What impact did it have on your life?
7. What was the last thing you wrote? Why did you write it?
8. What have you done to improve your leadership skills?
9. How have you worked on your speaking and or presentation skills? Share examples of each.
10. How have you been a mentor towards someone else?

Questions such as these should help you look at the accomplishments and motivations of the people you interview in a new light. Look for someone who strongly believes in something! Dr. Kary Mullis, a nobel prize winner, says that this type of person is a good example of an independent thinker. Someone willing to follow beliefs is usually willing to look for answers in an unconventional way. This person is a thinker not a follower.

I believe that who you hire has as much of an impact on your marketing as what you say in your ads! What do you think?

I am writing a detailed report on the first steps of the Circle of Marketing – Hiring. The last posting listed 10 questions that I believe will give you a more in-depth understanding of the person you are interviewing.

I believe that a company, your company, should make a list such as this available on your website and steer all potential candidates to the document so they can get a feel for the type of person you are looking for in an employee.

Nadji Tehrani wrote another excellent article that helps a company define “The Right People” to hire. I highly recommend it to all. It is called Effective Hiring And Keeping “The Right People”- 44 Characteristics Of “The Right People” *found at this link*.

This article is a great starting point. It lists characteristics you want your people to have. It clearly defines what is acceptable and what is not. In the hands of your people, there will be no wiggle room for people who do not measure up. And probably most important, is this type of document on your website will eliminate those who do not measure up from applying—you will get a more highly qualified candidate from the beginning.

### **Probing Questions**

These questions are designed to identify people who are conscious of their roll as a key player to your business’ success. They are proactive and will contribute as much to the intangibles of your business as keeping up moral, motivating others, setting examples, and mentoring of other as they will to improving the position they were hired for! See for yourself.

1. Share with me an example where you have used your abilities on the job to define a problem with a guide. And how did you solve it?
2. Tell me of a time where you challenged prevailing assumptions and asked hard questions to facilitate change.
3. Do you have the ability to work in a team environment without guidance? Share with me one such experience.
4. Tell me of a time where you have successfully persuaded others to adopt your point of view.
5. Explain in detail something that you are an expert at.
6. Show your ability to use inductive reasoning. Reasoning from detailed facts to general principles.
7. Show your ability to use deductive reasoning. Reasoning from the general to the particular (or from cause to effect).
8. How do you show your public virtue—the voluntary sacrifice of personal comforts or benefits for the good of the community?
9. How often do you set goals? And how often do you review your goals?
10. What are some of your passions? How do you pursue them?

11. What are some of the most important commitments you have made in your life? How do they effect your daily decisions?
12. How will your boss describe you when I talk to him?

Can you see the type of person these questions will product? This type of person will fit in just about anywhere. They will contribute much more than they will detract. They will inspire others and leave your business in much better shape than when they arrived.

Sadly, most people won't bother to go to such efforts to get a quality candidate. Even though there plenty of resources at their hand. And they wonder why their marketing isn't working as well as they think it should be.

If you don't have someone who can think through the problems facing your customers when deciding whether or not by from you over a competitor how can you expect them to effectively sell them on your business as the best to satisfy their needs?

I leave you with the Circle of Marketing once again.

1. Hiring
2. Employee Training
3. Customer Experience Management
4. Developing Internal Marketing Strategies (IMS)
5. Advertising/Direct Marketing, and
6. Relationship Building.

How effective are you marketing pieces? Is it the piece or the process that makes or breaks your advertising campaign? Consider fixing your problems from the inside out and I promise you'll have a much more affective next campaign.

### **Employee Training**

"I hired my employees to make things happen! Why do I need to provide continuing training for my employees?" This is what I hear all to many people say. There is only one reply to you who say this. "If you want to be more successful then you need to become a better leader, trainer, coach, and advocate to your employees." Hundreds of businesses prove it everyday.

Tom Gegax said it this way in his book, *By The Seat of Your Pants*. "When people sense you've got their best interests at heart, they'll rise to the occasion." If you leave your employees to simply do their job, on average, they will only do their job, giving you a minimal return on your investment at best. But if you inspire and educate the people who work for you, they will "run through walls for you!"<sup>1</sup>

Following are just a few items to consider in your employee training efforts. Note how they all tie into the marketing of your business.

## **Keys To Employee Training**

1. The Big Picture – Encourage your employees to adopt the creed “Lifetime Education.” In that vein, have them report the things that they have learned on a monthly basis. Not things directly related to their job function, but things they have learned about themselves, life and people. This will set the tone for “big thinking” and show that you expect them to use what they have learned to make themselves better people.

2. Detailed & Living Job Description – Never limit an employee. Let them learn and explore ways to use their skills to help you grow your business. Have them keep a living document that details ways they can expand their job function. For example, if an employee has expertise in more than one area, use their experience to help others do their job better or have them take on additional responsibilities.

3. A Replacement File – A replacement file will help you much more than you may realize. It is documentation on the various job functions performed by each employee. It is a job-training manual, kept by individual employees, teaching new employees various nuances of the job function—something that will save you headaches galore when it’s time to train new employee.

4. A Life File – A life file is a personal library of examples: how-to’s, articles, books, magazine clippings or even podcasts that show what to do or not to do to be better at your job. Say, for example, you are a consulting firm, an employees life file would consist of found articles, books, etc, that teach the employee or others about what is happening in their field. This becomes a reference library; a resource that can be used for life. Encourage them to share what they learn on a regular basis.

5. Volunteering – A key component in the development of a well rounded human being. And something I feel should be a requirement for every employee. How they serve, doesn’t matter nearly as much as the fact that they are learning to serve others. This experience will strengthen the employee and help them become a better person. This translates into being a better employee—more grateful and more aware of others and their needs.

Are you beginning to see that by expanding the skills of your employees you bring more to the table when your employees come to work?

## **How To Get Employees To Run Through Walls For You**

Here is a short list of ways to motivate your employee to achieve more than mediocre results.

**1. Never let great work go unnoticed or unrewarded**— If you don’t point out the fact that an employee has gone out of her way to succeed, they will stop giving you their all. But if you notice their hard work and reward it then you will motivate them to continue doing their best.

**2. “Never let poor work go unnoticed!”** \*1\* This too has negative effects on your business. Those who perform poorly will take it as a sign that you don’t really care and they will do less. Those who work hard see that you treat slackers well and also perform at a lower level. And that rare great employee who sees his efforts negated by a poor performer will move on costing you many times more than it should.

**3. “Make it safe to fail or make mistakes.”** \*2\* — John Wooden put it this way, “Failure is not fatal, but failure to change might be.” In other words, to become more successful you have to make mistakes along the way. It is the roadmap to succeeding. If you create an environment where an employee feels free to experiment, learn and grow—watch out. You will have created an environment where anything is possible.

**4. Teach better communication skills.** Listening, talking, reading, writing, nonverbal expression are all vital skills in marketing. But whose responsibility is it to teach these skills? I contend that if you need your employees to have these skills it is yours! After identifying these skills, it is really not hard to work on them with your employees.

For example, having an employee research a specific topic, write a report on it and present it to you or your staff is relevant and is addressing most of these skills. Polished or not, the skill level an employee has will reflect on you and your business. Take the necessary steps to increase your marketing efforts by working with your employees on a regular basis.

**5. Look for opportunities to teach**—“Catch people doing what’s right.”\*3\* This works like a dream with my children. It also works well with employees. When you devote more of your time to monitoring, recognizing, and inspiring, your employees you will be strengthening your marketing efforts. And when you improve your image from the inside out, the marketing you do do will be strengthened.

The average business closes just over 2 in 10 sales. By training your employees to be more effective at their jobs, you can easily increase sales by 50% and with some effort maybe more.\*4\*

“Encourage the people around you today, for you never know who they might become, or what tomorrow may bring.”

—Roy H. Willams

1 Dan Sakimoto

2 Dan Sakimoto

3 One Minute Manager

4 Roy H. Willams

## **Customer Experience Management (CEM)**

What is CEM? It is the management of the impressions a customer has with all aspects of your business—from the first impression (store layout, employee interaction, satisfaction with purchase) to the last buying experience and every contact in-between.

This is an all-inclusive piece of your marketing plan. Say, for example, a client comes to your desk and finds your work area messy with piles of paperwork. Do they have the confidence that their job will be paid close attention to?

Or one of your employees is wearing a beanie in your suit shop, or the music in the background of your Pappa Murphys pizza joint is jammin Black Sabbath, or the product instruction were written by a Chinese person who can't speak English and your customer can't assemble his product as a result? What impression are you leaving? Do you care? Do your customers care?

Manufacturers can manage their customers last impression, which is most often overlooked—the assembly instructions. These should be easy to use and should put your product and company in the best light possible.

Retailers should always be working on their employee's people skills—be they phone, written, or in-person skills. How your employees represent your business has a direct effect on how successful your other marketing efforts are.

How do you plan to manage your customer experiences?

### **How To Manage The Customer Experience (CEM)**

There are many pieces to managing the customer experience. Once you have hired someone who is customer friendly, you should immediately start working on improving their people skills, their selling skills, their closing skills, their service skills, initiative, management skills and their goal setting/attaining skills and their follow through skills (to name a few).

Each of these areas will be on display when a customer interacts with any of your employees. If you address these areas on a regular basis. you will be well on your way to closing more sales (see below), improving profit margins and eliminating your competition from your customers mind. And when that begins to happen... look out! Your business will start to soar.

A study by Bain and company found that “a 5% increase in customer retention improves profitability by 25% — 100%, especially where customers have ongoing purchasing relationships.” Not bad for a little training.

### **How To Prepare Your Employees**

Improve their:

- people skills
- selling skills
- closing skills
- service skills
- initiative
- management skills
- goal setting/attaining skills and

- follow through skills
- listening skills

This list can be daunting for sure but there are many ways to work on these skills. You can purchase books on certain topics and have employees read and submit reports on the topic. It should be written at first then given orally when approved. In doing this, you are working on a number of these skills at the same time—communication skills, management skills and follow through skills to name a few.

You can assign employees to research a topic, find and develop resources, then teach it to other employees, You could also bring in a consultant, send your employees to seminars, create online workshops, develop roll-play scenarios, create a resource library, go on fieldtrips and observe good and/or poor examples of others people’s skills. The key is to discuss these issues on a regular basis.

I have found that a combination of each of these works best. The most important thing to remember is to create a company culture of learning, experimenting and obtaining goals. When this type of culture is established, the employee you hired will feel that they can make something happen and contribute. If this type of culture is never established, your employees will not go out of their way to make things happen! And this is the death of a company. Not a quick death, but painful and slow for everyone involved.

Consider these two quotes from Roy H. Williams:

“Employees with initiative are needed, they are needed badly. They are needed in every business in America. They are needed because they find solutions for the problems pointed out by the merely ambitious. They are the glue that hold a business together.”  
—Roy H. Williams, *The Wizard of Ads*, p. 92

“Always be quick to forgive the employee whose initiative causes you trouble. In the final analysis, this person is a gift from heaven.”  
—Roy H. Williams, *The Wizard of Ads*, p. 93

Once these types of issues have been addressed all of your other marketing efforts will go much more smoothly. As you build content for your customers, they will immediately know that they are dealing with qualified and professional people. Studies have shown that price is much less of an issue if a customer feels that they are dealing with a qualified and professional salesman—someone who will help them make an educated buying decision.

### **Customer Experience Management (CEM)**

The final component to managing your customer experience is to provide quality content. Not flashy sales advertising filled with platitudes, but facts and figures that your customers can use. Create sales aids, brochures, how-to guides, top-10 lists, did you know sheets, checklists, Q&As, installation instructions, or catalogs that will add quality to your customers experiences with you.

Give quality information that helps your customers make educated buying decisions and lowers their buying risk! This is one of the most important steps in marketing and one that is all but ignored in most every industry.

Now lets discuss Internal Marketing Strategies (IMS) the next strategy in the circle of marketing. Strategies that help you meet, greet and sell more to your customers.

### **Developing Internal Marketing Strategies (IMS)**

What are **Internal Marketing Strategies (IMS)** anyway? Roy, the wizard of ads, aptly calls them “The world inside your doors.” I call them the first steps of marketing... strategies that **lower customer buying risk, educate, and strengthen your brand** by making you a destination, not just a store or business.

Simply, **Internal Marketing Strategies (IMS)** are the things that you do that make or break the advertising you do! If you prepare your staff (your #1 asset) to meet, greet and grow relationships with your customers (your other #1 asset) IMS are the reinforcements your customers need to remain customers and/or become better customers.

Most businesses spend as much as 90% of their advertising dollars on getting new customers. You only have a 5%-10% chance of winning the business of a non-customer. Does this sound like a good use of your advertising dollars?

Instead, the majority of your advertising dollars should be spent on **Internal Marketing Strategies (IMS)** that are focused on your current customers—where you have a 60% - 70% chance of doing new business with your current customers.

IMS make you more money by creating **viral marketing** (where the customer becomes your salesman) by “**WOWing**” your customers into buying more products, more often and for higher profits.

### **How Do You Create IMS?**

To create IMS you must first identify the needs of your customers. If your customers want to be educated on your products or services the IMS you create should be designed to educate. Create: How-to Guides, Additional Uses Programs, Checklists, Articles, and Expert Programs to name a few. See some examples of these at: [www.ifmarketing.com/how-to/education.html](http://www.ifmarketing.com/how-to/education.html). Teach these customers how to buy from you.

Educating your customers is a great way to strengthen the relationship your customers want. By developing educational materials and informational bursts you can lead your customers to an educated buying decision.

The greatest strength of this strategy is that the more educating you do, the more time your customer spends with you and your products. Their time invested with your brand substantially increases their probability of buying from you.

When you incorporate educational strategies into your marketing plan you add more reasons for your customers to buy from you and you make them more loyal. This is the goal of IMS.

Are you beginning to see the power of IMS on your bottom line?

### **What Are Some Additional IMS?**

Say you discover that your customers want a relationship with your business. For these types of customers create: Bounce-Back Programs, A Community Area, Customer Loyalty Programs, Customer Spotlights, Database Development Programs, and VIP Strategies.

Say you discover that your customers are looking for experts they can trust. Build strategies that cater to this type of customers needs. For this customer create: Q&A's, Professional Training Programs, Reward Programs, Training Programs, and Get Expert Advice Programs.

### **How Do IMS Make Me Money?**

As you can see, each of these IMS are created to address the specific needs of your customers. The most important thing to remember is that you want your customers to think of you and your services when they need them. The only way to do that is to consistently show them that you are the one they need to buy from.

When you bring all of the elements of the circle of marketing together you are weaving your brand into the relationship. You are reassuring your customers that doing business with you is a smart idea. You are lowering their buying risk. You are now ready to develop your advertising.

It may seem like a lot of work, but who you hire and how you train them and prepare them to meet your customers is the best way to ensure that the promises you make in your advertising work. If you ignore these first steps of marketing the advertising, you will fail when the customer comes to you and doesn't feel like you care for anything but their money. They will continue to search for the relationship that they want from a business.

Now lets talk about advertising... how to make the advertising you do more powerful, more affective, and more profitable.

### **Advertising & Direct Marketing.**

“Only for a limited time!”

“While supplies last!”

“A tradition of excellence.”

“Helping you succeed!”

These are the staples of the old advertising model. Platitudes. Platitudes no longer work with the majority of your customers! The new model you should consider when developing your advertising is to make sure your customers remember you and like you<sup>a!</sup>

Nothing less than this should be your advertising goal, unless of course, you want to discount your wares to sell them. That conversation is for another day....

Most advertising is aimed at new customers. But studies show this is far too expensive for small businesses who have limited budgets. You have only a 5%-10% chance of ever doing business with a non-customer<sup>1</sup>.

This isn't a good use of your marketing dollars. If you have been following this article over the last several months you will remember that the circle of marketing consists of: 1) Hiring, 2) Employee Training, 3) Customer Experience Management, 4) Internal Marketing Strategies, 5) Advertising/Direct Marketing and 6) Relationship Building. Taken as a whole, when you have prepared your staff to meet, greet and sell to your customers your advertising works much harder.

Some things to consider when creating your advertising.

- 1) **Use a headline.** Have a headline that clearly says the one message you are trying to convey to your customers. And use the rest of the ad to show proof that you will deliver on that promise.
- 2) **Use callouts**—burst of information to build desire, inform and educate your customers. Callouts are the best way to quickly build credibility. Read more about callouts here: [www.ifmarketing.com/LogoBook.pdf](http://www.ifmarketing.com/LogoBook.pdf)
- 3) **Create a distinct offer.** If you are trying to drive traffic the only way to do it is to have a specific offer. Something your customers can say “Yes, I need that,” to. If you do not include a specific offer your customers will most likely ignore what you say.
- 4) **Provide proof.** You must back-up the claims you make in your advertising. Be specific and show your customers how they can get the facts.
- 5) **Provide more content.** Many advertisers believe that a beautiful peace is more important than the content. I do not agree in most cases. If your objective is to sell you need to apply proven selling techniques. Such as writing from the “you” perspective, using longer copy, including testimonials, including a call to action, including power words, using emphasis tools, making it easy to respond, sweetening the offer whenever you can. Remember—stories sell, facts only tell.

There are many other ways that you can improve your marketing materials and/or advertisements. Email me if you'd like to read more on this topic. But this is a good list to start with. Remember, there are many talented designers, marketers and sell reps out there that don't have much selling experience. Find someone to consult with who has direct marketing selling experience to make your piece as effective as possible. When sales increase you will be glad you did.

<sup>a</sup> Roy H. Williams

<sup>1</sup> Steven Yanovsky

<sup>2</sup> Mike Heberling

Now lets talk about relationship building ... how to grow sales from the inside out.

## **Relationship Building**

The final strategy in the circle of marketing is relationship building. This step can build relationships with your customer that can last years.

“on average, you have a 60 percent to 70 percent chance of doing business again with a current customer, a 20 percent to 40 percent chance with a former customer, but only a 5 percent to 10 percent chance of ever doing business with a non-customer.”

—Steven Yanovsky

This is where most business owners don't understand the reach of marketing. Do you also spend most of your advertising dollars on new customers when that is the least cost-effective form of advertising?

Remember the study by Bain and company, which found, that “a 5% increase in customer retention improves profitability by 25% — 100%, especially where customers have ongoing purchasing relationships.”

This study confirms that the most profitable untapped marketing opportunity at your hand is focusing on your current customers. This article should help you to begin to market more effectively to your current customers. And when it is in combination with all the other strategies in the circle of marketing you will begin to see the power marketing can have. Hint: use their loyalty and knowledge of you to grow your business.

Currently you have two main types of customers—transactional customers and relational customers. For this discussion we will discard the transactional customer because they shop on price and they are not loyal customers. But relational customers are those customers who keep coming back to you time and again. They value the relationship (quality service, attention to details, personal conversations and the extras like remembering their name) more than the price. Most of the time the customer won't admit this but their actions show this to be true.

## **Relational Customers Build Profitability**

The first question you want to ask yourself is “How can I encourage my current customers to shop more from me?” To answer that question you'll want to find out why they shop with you in the first place.

How have you been strengthening your relationship with your relational customers? Relational customers want you to build a relation with them. To do that you will need to remember the first strategies of the circle of marketing.

- 1) Hiring,
- 2) Employee Training,
- 3) Customer Experience Management,
- 4) Internal Marketing Strategies,

- 5) Advertising/Direct Marketing and
- 6) Relationship Building.

Each of these strategies are developed to build confidence in you as a reliable business in your customers minds. When have you successfully fulfilled the promises your marketing plan makes you begin to lower the buying risk your customers feel.

To strengthen the relationship you need to provide content. Useful content that is consistent with your brand promise. Here are a few suggestions to strengthen your relationship with your relational customers.

1. Spend time and money training your staff to be experts on the products and services you offer. And train them how to communicate more affectively with each other and your customers.
2. Create and give out useful how to guides.
3. Make “Did You Know” flyers that are relevant to each service you provide.
4. Post FAQ’s (frequently asked questions) and Q & A sheets for your customers.
5. Develop a web site that answers all of the questions your customers are asking. Don’t give them what you want to tell them! Give them what they want from you.
6. Instead of placing your ads in piece that goes to everyone in town gather the emails of your customers and send a version of that ad to them for free and test which bring in the better customers for the most cost affective price.

Items such as these help you answer the questions your customers are asking. When they feel that you are listening to them they will come to you more readily. And the more they come to you the more chances you have to increase sales.

If you want to discuss the circle of marketing visit: [www.ImageFoundry.blogspot.com](http://www.ImageFoundry.blogspot.com) and see and comment on the posts on this site.

Remember, Roy H. Williams said it best in his book *The Wizard of Ads*, “Any investment in sales training is an investment in your gross profits. The only thing more expensive than hiring a sales trainer is not hiring one.”