

# Mark Victor Hansen Interview

## *featuring Jay Abraham*

*January 18, 2006*

**MARK VICTOR HANSEN:** Today I have the pleasure of speaking with a very dear friend of mine, someone who has taken the financial industry by storm by writing stuff that makes more money in less time than any other single guy. He is articulate, eloquent, insightful, purposeful, passionate, and pregnant with ideas that are going to take you to the next level, and I'm just so thankful that you're joining with me and my great friend. We share January 8<sup>th</sup> as a birthday. Welcome my dear friend, Jay Abraham.

**JAY ABRAHAM:** Thanks, Mark. Those were pretty eloquent and impressive adjectives. I'm going to use those myself in my future promotions.

**MARK:** (Laughs) Hey Jay, tell everybody first of all, what is marketing? And then, how do they make more money in less time with marketing?

**JAY:** OK. Well, let me start with real simple, graphic imagery. The difference between mediocrity and making millions in business is the marketing you do and the strategy you follow.

Most business owners, most startups, most professionals, most people with a good idea don't have a clue how to market. Marketing is really, in a simplified way, Mark, the process of identifying and reaching the most qualified segment of a universe in the most cost effective way, with the most powerful proposition... getting them to really seek you out...educating them to see the advantage, the benefit, and the unique difference in their life or their business that your product, or service, or company can make... getting them to seek that advantage immediately and only from you... and seeing you as the only viable solution or source of solving or achieving the problem or the opportunity they're after. That may sound a little complicated, but that's pretty much it.

**MARK:** Well, I wrote it down, so it makes sense to me. How does somebody reach their universe --- their market --- in a cost effective way, Jay?

**JAY:** As you may or may not know, Mark, in the course of my life's work I've been involved in 470 different industries worldwide --- thousands and thousands of operating business. And I need to preface that history so that I can answer the question intelligently.

The way you do it depends, truly, on the product/service that you're selling and the market you're trying to reach. But normally, the least effective, the least cost effective, the most time consuming and protracted way is advertising.

What we try to do a lot of (and I will spend a goodly amount of time at my upcoming program, The Abraham Factor SuperSession, trying to give a short course primer on) is strategic alliances, joint ventures, host/beneficiary relationships... where we find organizations and individuals, key influences, publications, associations, non-competitive and even competitive selling organizations that have already spent years, and millions, tens of millions, or *hundreds* of millions of dollars gaining the trust of and access to the same market that you want to reach. And for almost no money you can access those people, too.

A couple of points, just so I can make the theory very real... We took a company that was doing \$300,000, and did **\$500 million in 18 months** by stopping their regular advertising, which was getting them nowhere, and instead making joint venture relationships with 30 of the top organizations that had already reached the same market my client wanted to. Then we let them put the full force of their existing relationship to work for us. We paid the nominal cost of reaching them. This was before e-mail, so it was a letter that cost us a couple hundred grand, but we made \$25 million dollars a year from it.

I did the same thing for my own seminar business. When I got in the seminar business, everybody else was running advertising and going to the outside market. I went to Tony Robbins... I went to *Success Magazine*... I went to Nightingale Conant, who I'd already helped make millions, and millions, and millions of dollars for. I went to 20 financial newsletters, and for an out-of-pocket cost of a few hundred thousand dollars that we didn't pay until after the revenue came in, we generated \$100 million worth of sales, and many tens of millions of dollars of profit.

Strategic alliances are probably the most underutilized, overlooked, little understood and mis-executed opportunity out there, yet anybody can use them. There's a woman, and I wish I could remember her name. You know her. We taught her how to do it from scratch about, what, nine months ago? And I think she told me she'd made over a million dollars in less than a year by using them.

It's a pretty powerful tool once you master it, and I'd say anybody... I don't care whether you're a doctor, an Indian chief, a startup, a mature business, a product, a service, a high-tech, a low-tech... Strategic alliances are very powerful. But it's just one of many tools. I've got about 200 different strategies that I have perfected for growing a business, but that's a universally applicable one.

**MARK:** How does somebody figure out what joint venture to seek, and then what do they do to do what you just said, master it, Jay?

**JAY:** Well, this gets into something else that, God bless you, I don't have time to really explain here, but I will go into depth about it at the upcoming Abraham Factor SuperSession Program.

But depending on whether you're selling a one-shot or a many-sequenced product or service offering, the first thing you do is you ask yourself, "Who in the world (if the world is your oyster) or who in the market (if you're local, regional, national or industry-wide) already owns the same market that I want to reach?"

And then you ask, also --- there are a couple of calibrating questions, and I've got a template that I'll be glad to prepare and distribute to everyone when they come. It's a great, great calibrator to sort of turnkey-get you all that you want to know.

But the next question you ask is what products or services do the people you want to reach buy before, during, and right after they buy your product or service? Then you ask, what are the alternative products or services that they buy instead?

Those questions are terribly important. There's one other question. (These are just the general ones.) What other commonalities does that group have? Do they all read the same publications? Are they members of the same type of organizations? Do they live in the same kind of affluent areas? Do they drive the same kind of cars, or have the same kind of hobbies?

All those questions give you the generic, the first-tier answer to the kinds of companies, publications, organizations, product and service companies you want to target as your joint venture partner.

I'll give you a clear example. The example that I was talking about earlier, the \$500 million sale --- we sold precious metals, gold and silver. We used to run ads in *The Wall Street Journal* and *Forbes*, with very marginal results. Then I asked, "Well, who already has the highest concentration of investors who are already sold on silver and gold and precious metals?" And the answer was the people doing seminars on precious metals investing, the people selling books precious metals, the people selling newsletters that advocated hard assets...

And it's like an old adage. Remember Willie Sutton, the bank robber who robbed more banks than anybody else? When they finally caught him, they said, "Willie, why in the world did you rob so many banks?" And his answer was, and it's embarrassing, but he said, "Because that's where the money is." It's like, you fish where the fish are, Mark!

So first, you figure out who's already got your market, and you go to them and make an irresistible offer for them to promote you to their audience. And it can be a direct offer. It can be an introductory offer. It could be an information offer. It could be a preview offer. There are about 15 different, really cool ways to gain access to a huge market for almost nothing. And the most important thing about it is somebody else has invested...

Well, I'll give you an example. When Tony Robbins promoted me, his promoter, Guthy-Renker, had spent something like \$250 million on television, running infomercials

to attract a couple hundred thousand buyers of the Personal Power Seminar. Tony Robbins had sent out probably 30 different promotions to those people that had cost, let's call it \$1 apiece. So 30 times 250 --- that's \$7 million. He had shared his intellectual property and won them over by the brilliance of it. They trusted him.

When I got him to endorse me --- and he did because I made him millions and millions of dollars --- it wasn't hard for him to say, "Jay Abraham is better than sliced bread." But when he signed his name to a letter sent to his list (the only letter, by the way, he'd ever sent out to his list) that advocated that they would be foolish not to pay \$5,000 to spend three days with me, we got 900 people to send us \$5,000. And you do the math. That's \$4.5 million from one letter. That's a pretty cool concept.

When I wanted to sell one of my books, a \$400 book, I went to all the other marketing experts. I went to all the publications that had high-achieving entrepreneurs. I gave them a letter and an e-mail to send out about me. It cost me nothing for the e-mails, and we sold \$15 million. It cost me a little bit for the letters, but we sold \$25 million. Does that help, or is that too abstract?

**MARK:** No, it's totally makes sense. Is everyone able to do that, do you think?

**JAY:** The only reason you would be unable to do that, Mark, is that you're in conflict with your aspirations. In other words, the easiest, the fastest, the safest, the most direct, the least expensive, the most immediate way to grow a business... or to grow a product... or to get a product started if you have no capital... or a product if you've got capital --- is through strategic alliance/direct ventures.

We had a guy that we taught this strategy to who had a relationship with Siemens, and a relationship with Xerox when Xerox was in their full glory. He found a little company that had great technology and no money, and he persuaded them to give him 50% of the profit and 40% of the company for his expertise. Then he went to Siemens and to Xerox. He made a joint venture where he packaged that technology in as an upsell option with one type of their hardware, and they sold \$8 million a year that had almost zero sales commission attached.

The company made 60% on it --- \$4.8 million. He got 50% of the profit, and you do the math. What is a company that makes \$4.5 million worth? Is it worth five to one, ten to one...? So he got himself 40% of, let's call it a \$20- to \$40 million net worth overnight. That's stuff that I'd be very happy to teach in the three days we'll spend together at the Abraham Factor SuperSessions.

**MARK:** Oh, I'd love to know that.

**JAY:** Then I'll do that for you, as well. But besides that, Mark, if it serves the needs of our audience, we have a 20- or 40-page PowerPoint that enumerates something like 150 different ways to use strategic alliances and joint ventures. And it's short, concise, but if you go through it, it transforms your thinking about this strategy. I'll

furnish a copy of that to put in the program's workbook so we can use it in some modified version.

So joint ventures is one strategy. But you've got to realize that I'm all about growth. I grow businesses for a living, and I multiply their bottom lines. Most of the work I do anymore, Mark, is with operating businesses, and I do basically something called "venture marketing," where I get involved with bigger or more profitable businesses and take a big share of the ongoing profit increases. Most of the people that are going to come to this program aren't going to be big enough, but they know people who are.

So it's my great pleasure to share generously an enormous amount of money-making ideas, business growth formulas, short cuts and fast-track ways to both gain long-term multiplied income, short-term profit windfalls, and more importantly, build wealth.

People don't realize that you're involved in a lot of different things, Mark. There are a lot of people who believe that real estate is the greatest route to wealth. I would argue that a small- to medium-sized business, if structured right, if marketed properly, if strategically engineered correctly and if systematized, can be an 8, 10, 100 times easier, faster way to make a fortune.

It's the greatest wealth creator I know, because every time you add another \$100,000 in income you're adding another half million to \$2 million to your net worth... plus you're getting that income over and over again, and you can use the cash flow that you generate to buy all the real estate you want.

So there are a lot of cool strategies. I'm planning on taking the people at the Abraham Factor SuperSession through a very fast track, very compressed journey into the best money-making marketing methods I know... the best fortune building business lessons that I can teach... the best ways to short-term build what I'll call "opportunistic windfall profits" for people who need cash flow... the best long-term ways to create, as our mutual friend Bob Allen would say, "multiple streams of revenue" for your business.

And then I'm going to also talk about startups. I'm going to talk about mature businesses. I'm going to talk about the pros and the cons of a lot of alternatives.

I deal with something called "optimization." Most people spend all their time, their life, and they invest in their business expecting this incredible outcome. But the business doesn't have the capability of doing it for them because the tactics they follow, the methods they use, the mindset that they believe in is so self-limiting.

It's rather easy -- and I can put it on paper and show anybody -- there are only three ways to grow any business. It's easy to multiply your results dramatically. I'm talking about doubling, redoubling, and doubling again the profits, the income, the earnings of any kind of business. And you don't have to really vastly improve the top line. That's very refreshing and liberating, because most people don't have the capital, or

the infrastructure, or the facilities, or the equipment, or the talent pool to double, or triple, or quadruple their revenue instantly.

But I'll give you an example. We have one company we worked with in the last six months that we took from \$6 million to \$14 million in six months, and the last month we did \$3.5 million. We're on track to do \$40 million this year, and it's all internally financed.

I got my start working with companies that had very little capital, and the capital they had, they had to deploy or harness extremely astutely so it would produce a massive maximum yield now, and the most continuous residual or ongoing payoff possible after that. So I'm very oriented towards doing that for people.

**MARK:** Can I ask what industry was the one that you took from \$6- to \$14 million, and was on track for \$40 million? Just the industry.

**JAY:** Chiropractic. But I've got so many success stories that it's scary, all the industries...

I've done this around the world. We just came back from Asia where we did a \$25,000 program in which I taught a couple of real simple techniques to someone that were unique to his particular industry, the water conditioning business -- water filtration. He applied three simple changes that didn't cost one cent more. It didn't take one minute more -- no more time, no more effort, far less stress, far less risk. He used the same manpower, the same distribution, and they're on track to increase business 600%. We just got an e-mail that one other thing that we gave him in about three minutes made him an extra \$1.6 million.

The stuff I teach really works, but there is a caveat --- *if you work it*. The big secret is there is no secret. I can shortcut the process. I can give you a replacement strategy. I can give you superior marketing that will outperform whatever you're doing by two, three, five, ten times.

The biggest insight that I think people should take away from this is one approach to advertising... one approach to selling... one approach to direct mail... one approach to lead generating... one approach to business growth pulls "X." For the same time or less, same effort or less, same risk or less, but using a better approach, a higher-performing alternative strategy, superior result-producing marketing can produce as much as 21 times greater yield.

We've identified, I call them "impact or leverage points," or processes in the business arena that can deliver from 5 to 21 times greater yield. Well, if there are 40 different impact points and you can make ten of them produce 20% better... and ten of them produce 50% better... and three of them produce 300% better --- the cumulative effect is thousands of percent performance improvement.

I have this almost unbelievable track record, Mark, for taking companies and doubling, and redoubling, and taking them from a few hundred thousand to \$15 million in a year, or taking them from \$300,000 to \$500 million, or tripling them, or making them a leader in their field... and everyone thinks it's unbelievable or it's mystical. But it really is not.

The key is not that I'm that brilliant. It's that I've been exposed to so many higher-performing, better, more powerful, more profitable, more cost-effective, more results-certain alternative ways to use your time, your effort, your opportunity cost... more powerful ways to differentiate you... more powerful ways to make success thinking a natural part of your daily business... more powerful ways to multiply the result of everything you're doing.

Most people only know that which they've learned in the limited experiences that they have. When you've been doing what I've been doing for 30 years... and you've got 12-, 15,000 real-world case study experiences... and you've looked at almost 500 industries... and you've uncovered 93 different systems to generate referrals, Mark... Most people don't even have one ongoing, regular, continuous *tactic*. Yet we know 93 systems.

**MARK:** You started this whole paragraph with three ways to make any business double, and redouble, and redouble. Could you give the three ways to grow a business?

**JAY:** Sure, sure. It's very simple. It doesn't matter what business or profession you're in --- startup, existing business, mature business, or professional practice. There are only three ways to grow any enterprise --- three main ways. There are some advanced ways, but three main ways.

The first one is you **increase the number of buyers or clients**. The second way -- you **increase the size of the transaction**, and accordingly and correspondingly, the amount of profit that transaction produces. The third is you **increase the frequency of purchase** --- the number of times they buy again and again every year, or the utility value of the purchase.

If you only increase one of them --- and most people, Mark, concentrate all their time and attention on just getting more buyers or clients --- it's the slowest, the most cost-ineffective, the most time consuming... Yet at the point of purchase it's a piece of cake to get someone to buy more if they trust you. It's a piece of cake if they trust you to get them to buy over and over again.

People on their own don't normally buy the quantity, the quality, the combination of products or services that they really should for their best outcome. People don't buy as frequently as they should.

I'll give you a very simple little example. I'll give you two examples, and both of them are pretty interesting.

The first one is my hairdresser. We all have our vanities. You like ties and clothes. I like ties and clothes too, but I also get my hair cut every ten days, and I do that because I don't want it to look like it has just been cut. I also pay twice the amount anybody else does, because I want to get a really great job.

I was discussing my belief system with my stylist one day, and I said, "On average, how long do people go between haircuts?" And he said, "Oh, six, twelve, fourteen weeks." And I said, "Well, they can't possibly look their best if they wait until they're ratty looking." And he said, "They don't."

And I said, "Well, don't you think you have a moral obligation to get them to come in at the optimal time so they're going to always look their best? And whether it's a man or a woman, they're trying to look their best for their personal life, for their business life or both. They're going to look better. They're going to interact better. They're going to be more confident. They're going to be more attractive. They're going to feel better about themselves. And you're going to be richly rewarded for doing it, because they're going to come back more often."

He started doing that, and his income from the same client base went up almost 500% just by making what I call the "money connection." Does that make sense?

**MARK:** Yup.

**JAY:** He got people coming about three times more often. I'll go back to those three ways...

What really gets interesting... I've learned to concentrate most of my focus, attention, activities and teachings on what I'll call the "Geometry Of Business." Most people make their business grow in more of a linear, an incremental, and a very, very slow and painful way.

You can eliminate most of the growth pains, and you can shorten the timeline by as much as 90% by letting the power of geometry work for you. Let me use an example.

We talk about "The Three Ways To Grow A Business." If you'd take a moment to get a piece of paper and a pencil or pen, put the paper the long way, horizontally, and draw four boxes across and four boxes down. On top of the first four boxes across, write above the first box "Number Of Clients (Or Buyers)," the next box to the right, "Size Of Sale (Or Transaction)," the next box, "Frequency Of Transaction," and the last box, "Total Revenue."

Then fill the boxes in with a hypothetical example. Say you had a business that had 1,000 clients who were buying twice a year and spending \$100 every time they bought. Then the revenue or the sales of that business would be 1,000 transactions, times two, times \$100, or \$200,000, wouldn't it, Mark?

**MARK:** Yup.

**JAY:** OK. Increasing those three numbers by a mere 10% is a piece of cake, because the odds are exceedingly low that anybody is using the very best selling/marketing activities, time or efforts to attract and close buyers. Now, underneath the 1,000, put a 10% increase, or 11,000. If you only got the \$100 sale up a mere 10% to \$110... You can do that by upgrading into a higher quality. You can do it by adding some product or service. There are a lot of ways to do that, and I'll be glad to share them at the program.

If you only increased the frequency that they came back --- and if you have nothing else to sell them, you could acquire or joint venture things that were valuable extensions that you could easily acquire --- or you got them to refer more people... If you increased all those numbers by 10%, the total would not be 10% more. It would be a full  $33 \frac{1}{3}$  % increase.

If you increase those numbers across the board by 25%, -- I don't want to really boggle people's minds, but -- the impact would be almost a **400%** growth in the business. If you doubled all those figures, it would be 800%. That's how you really get powerful growth.

There's another approach called "The Power Parthenon of Geometric Business Growth" and it's very similar. I think Bob Allen's "Multiple Pillars" was influenced by this, because I taught it to him years ago. The concept is that most people put all their business performance expectations on one revenue approach, or one marketing method, or one selling activity, and that's very limited. It's very linear. But if you put eight, ten different marketing and selling activities together, attacking the same market...

There's a military concept called "Force Multiplier Effect," and it's very powerful. If you look at some of the most successful military victories, they'll go into the enemy territory and they'll drop bombs. They'll hit them from the ocean, and they'll have the infantry, and they'll have the tanks, and they'll have the advance, and they'll have the flank...

They're doing all these different activities at the same time, penetrating and attacking the same target. And they don't care which one delivers the final, successful impact. All they care is that the cumulative effect works, or that one of them does.

That's the concept here. But the power of it is you're bringing the full force of geometry to bear. It's much easier for me to demonstrate it with PowerPoint, or with a bulletin board, or to go in the audience and bring people up and illustrate it and demonstrate it, but you get the point.

We can take almost anybody at the program, if they have an operating business, and by showing them this three-way model, dramatically increase their business 40%,

140%, 340%, 440%, 1040% in as little as six to twelve months. It's a very powerful concept, Mark, and it works everywhere.

There are about five foundational elements that I use: the Three Ways To Grow A Business, a concept called the Strategy of Preeminence, which is from the get-go distinguishing yourself, your business, your marketing, your advertising, your interactions at such a definitively superior way that there's no way anybody could possibly deal with anybody else but you. There's the Power Parthenon, and then there's a lot of what I call "eX! Factors," which stands for "exponential gain."

There is a certain collection of moves and maneuvers that a business owner can use in selling, in marketing, in reselling, in getting competitive advantage ... But even if you misexecute... even if you don't understand... or even if you screw it up -- they are so powerful they'll work in spite, not because of you.

One of my beliefs, Mark, and it's a very simple one, is that in business, either you the business owner, or the professional, or the startup, have to work harder and harder for the business... or you put together the highest performing, most systematic methods that'll keep working it harder and harder for you. Logic 101 says that one way is insanity, and the other is euphoria. It's like pain and pleasure.

I try to give people the most profitable, lucrative, and enriching pleasure I can as easily as I can. And it's pretty easy to do, but it's a lot easier if you get them in a room and you can take their businesses and do some scenarios. Hopefully, if we have time, we'll actually have some hot seats and we can do some work with some people and demonstrate it to them.

**MARK:** Your hot seats are some of the best. What are some of the referral technologies? Because you have more referrals than anybody else that I know of.

**JAY:** Well, I've been doing this longer than anybody else you know. I've been very concerned with learning the totality of leverage. What's the easiest way to grow a business?

I just looked at a company that does \$40 million in the education business, and 30% of their business comes from referrals. It's passive. It's intermittent. It's organic. They don't ask for their referrals. They have no systems in place.

But I did another level of analysis. They were spending \$1800 per sale to get a \$6,000 sale by advertising online, and in the marketplace with display ads, and with a sales force. But their referral-generated clients cost them just a finder's gift of \$100, so they're 18 times more profitable. They'd never looked at it, but their referral-generated leads are 18 times more profitable, and even though it's only 30% of sales, it's like 90% of profits.

But now, in answering your question... A referral-generated lead, 1) buys quicker; 2) negotiates less -- meaning they'll pay full rate; 3) buy more things more often; 4) are usually much more enjoyable to deal with; 5) are exceedingly more profitable; 6) don't cost you much of anything; and 7) refer more people.

So you asked me what a couple of referral-generating processes are. Well, the first and the most powerful --- and it takes a very enlightened soul to get this --- is to make referral generation a condition of doing business with you.

That requires you to adhere to this concept that I would love to teach people, program time allowing, called "The Strategy of Preeminence," which is to hold yourself to a higher standard and revere yourself at a higher level than any of the generic competitors that you deal with. If you do, then you can easily establish in the beginning of the business relationship that one of the intangible considerations you expect to get out of doing business with them once you fulfill on their expectation is two equal-quality referrals a year if they want to keep doing business with you.

And you've got a reason for doing it. You have two choices: You can spend all your time and money on advertising, marketing, and selling... or you can spend all your time adding more value to the people you deal with. You choose the latter, and in exchange for that, once, if and after they get the value that you promised, you ask only in exchange they continue doing business with you, and they refer other quality people to you. It's a really cool concept. That's the most powerful one.

But there are tons of other ones --- special events where you invite them to bring people, giving them the chance for their colleagues, friends, coworkers, neighbors, church members, family... to get what I'll call "experiential samples," or lessons --- a free product as long as they come in or call in.

We have one client in the car business. His company became 20% of Auto Nation, which, as you know, is this big auto conglomerate. The one dealership --- *one dealership* --- became 20% of Auto Nation's total business. I think Auto Nation had like 6- or 700 dealerships at the time.

They stopped advertising altogether, but they started doing all kinds of cool special events designed to do two things: keep their clients coming back, and keep their clients bringing other people. They did golf outings. They did sports outings. They did regular monthly events where they'd ask their people to bring a friend to competitive car driving. They rented movie theaters. There are just lots of fun things that don't cost anything except a creative vision which I can install in almost anybody if I have enough time, Mark. I don't want to dominate your time or have you run out, but does that help?

**MARK:** Oh, yeah. How does somebody get an awareness like yours, other than coming to this seminar, so they all can have the totality of leverage?

**JAY:** They spend 30 years doing it. They analyze 150,000 different selling, marketing, advertising, promotion, lead generating techniques. They travel around the world about 60 times. They get divorced twice because they've become workaholics. They test more suppositions and assumptions than most people could imagine in their lifetime. They conduct about 6,000 fee-paid consultations. They travel and probingly analyze thousands and thousands of companies' performance dynamics. Their mind is wired a certain way... Or they let somebody like me shortcut it for them. Is that the answer you wanted?

**MARK:** Absolutely. We've only got about ten or fifteen minutes left. What are the three best shortcuts you can teach us in ten or fifteen minutes?

**JAY:** Well, one of the things that I teach everybody is I try to give them mantras that they can indelibly embed in their mind, or write on the underside of their foot so they can remind themselves of it every day.

One of them is that a concept that's as common as dirt in one industry can have the power, the profitability, the preemptiveness, the preeminence of an atom bomb, positively speaking, if you're the first or the only person in the field or the industry you're in to learn about it and use it. So you've got to travel outside your industry.

I have a concept I call "Funnel Vision" as opposed to tunnel vision. You know how when you travel --- and you travel all over the world, Mark --- when you travel outside of your city, country, continent, and you go to other parts of the world, a number of things happen. You see different values, different belief systems, different morals, different climates, different architecture, different foods, different religions... And it broadens your mind.

Well, traveling outside of your business broadens your mindset. Long before the words "best practices" came into being, I was teaching people how to use techniques from other industries and combine them into hybrids. And that's the first thing I would say.

The second is you've got to question... Again, leverage is the name of the game. And not dangerous leverage, but infinite upside leverage with almost no downside risk. That comes from three things. If you look at all the businesses that excel and dramatically outperform everybody else in their field, large or small, they're the ones who market and engineer the maximum quality, quantity and consistency of breakthroughs in four very, very simple areas: **marketing, strategy, innovation and management.**

If you change your marketing, you change your results. We've changed a marketing approach and changed the yield, as I said, by as much as 21 times. That's 2100%. If you're making \$50,000, you could be making a million from the same effort, from the same action. Does it happen 21 times all the time? No, it's usually three, or

four, or five. But how bad is it to triple, or quadruple, or quintuple your income just for doing something more powerful?

**MARK:** What about strategy, now?

**JAY:** OK, change your strategy, change your results. Lamentably, but very excitingly, almost no small/medium business and almost no startup is strategic. They're tactical. Just by becoming strategic, from the very moment you become strategic you stop wasting about 90% of your efforts, your activities...

Most people are purely tactical and intermittent. They do things just to get through the month and pay the rent. When you develop a super marketing-based strategy, you stop doing anything that doesn't advance and enhance a big, long-term vision --- a vision to bring people in, sell them, resell them, sell them again, and when you've got nothing else to sell them, getting them to refer other people or to buy other things that you can make available without even owning them. It's a real cool concept.

With innovation, I've got to make a very important point, Mark. Most people think of innovation as high-tech. It is not. All it means to me, and all it should mean to everyone listening and everyone that I meet at my program is it's bringing greater benefit or advantage to a segment of the market --- consumer, B to B --- that they can value and desire immediately and only from you.

A lot of people have really incredible technology internally, but it doesn't translate to a benefit of the market. If you can produce things that are three times more durable, or enduring, or cost you 1/4 of what it does anyone else to make, but you charge the same thing and you don't bring any benefit to the market, then its innovative advantage is lessened.

Management has a lot of issues. It's not just managing people. It's managing your time... managing your opportunity cost... managing your market... managing your yield... managing your emotions...

If you can leverage all four of those factors, you can own the world. But you can certainly multiply instantaneously and forever the money you make, the success you enjoy, the control you have, reduce the stress you have, and vastly multiply the wealth your business is able to give you.

**MARK:** OK, so we said four things: marketing, strategy, innovation, and the fourth one is?

**JAY:** Management. Managing all those elements I talked about, not just managing people, which is how most people think of management. Manage your time, manage your opportunities, manage your marketing, manage your emotions, manage your efforts... Just the whole thing. It's very simple, but I don't think anyone's ever really integrated them together.

I've had the great fortune, Mark, of being influenced by some of the brightest, most astute thinkers around. I've had the good fortune of consulting 300+ of the top performance, business and personal achievement experts. And they didn't come to me to develop their methodology. They came to me to command two, three, four times as much.

You've been a client. Brian Tracey's been a client. Tony Robbins has been a client. Four of the top salespeople have been clients. Five of the top real estate trainers have been clients. Four of the top chiropractic trainers have been clients. 150 authors have been clients. Stephen Covey's organization has used my stuff. When you have that kind of a knowledge base to draw on... Deming, who we both know was the Father of Optimization, his organization was a client.

By the way, there's a very interesting conundrum. You have two parallel objectives in business. One is optimization, and the other is innovation. They're polar opposites. Optimization is maximizing the result, getting the maximum return for the minimum time, effort, investment and risk. Innovation is trying wildly fresh and inventive, new things, looking for monstrous breakthroughs.

The ability to tie the two together is the greatest gift you can have, because you can run rings --- you can lead and lap anybody that you compete against.

I promised you, and I will hold true to my promise --- I'm going to compress an enormous amount of insight into my program. I only know one way to do things, and it's full out, Mark. So I'll bring with me gifts that I can install and distribute to people that will help really fast track and vastly catapult their income and their business success if they're willing to embrace them. But what else can I do for you, today?

**MARK:** What can we do for you? Who is the client that you're looking for most?

**JAY:** I'm looking for any company that's doing between \$2- and \$50 million that's making money, but nowhere close to as much as they can... that doesn't have many marketing activities, selling systems, distribution channels in place... somebody who's got a lot of salespeople... somebody who's doing a lot of advertising... somebody who's generating a lot of leads... somebody who's doing a lot of catalogs... somebody who's got a lot of online traffic... somebody who does a lot of seminars or conventions... somebody who's got telemarketers --- and yet doesn't begin to maximize the impact of everything they do.

For somebody like that I can normally make them a lot more money, and in the process, make myself a bit as well. Just think of it as venture capital. Instead of me charging them --- and you know I charge a lot. I charge \$5,000 an hour. I'd rather not be paid \$50- to \$100,000 a month and invest hundreds of thousands or millions of dollars of my time to build them new selling systems, marketing approaches, distribution channels,

products, services, do more with their advertising, their selling approach, their people, their leads... But they've got to have enough assets in place and resources so that I can really maximize them. And then I'll share for everyone the upside, and get a success fee that's a share of the increased profits that I make them.

But anybody who's really significant --- or wants to be --- and is already solidly successful and still entrepreneurial so they can make their own decisions... and they're easy to work with in a collaborative way... and they have a prejudice towards action, meaning they do things, they don't just think about it... and they're open to a non-linear and a non-traditional way of thinking, and they understand how much more is possible... I would like to talk to them.

But right now, the thing you can do for me is help me attract serious entrepreneurs, business owners, startups, and people with good ideas to my program that I can impact, and have them promise that they're not there just to be intellectually entertained, but they're there to be moved to very, very prosperous action.

**MARK:** That's going to happen.

**JAY:** OK.

**MARK:** Are there any final comments you want to make sure that everyone gets the take home value out of this?

**JAY:** Well, I would say if they got no take home out of this, they probably shouldn't come, Mark. This is like a short course, but I've got a very integrated and highly winning way of teaching them the meaning of business life... the key elements of fast-track business building... how to use marketing to multiply your income and profits... and how to turn a tactical business into the most strategic marketing force in whatever you do.

Also, I'll spend quality time teaching them the basics of strategic alliances and joint venturing. And time allowing, we'll do hot seats. We'll do Q&A. We'll do problem solutions.

The good news about me is there will be a lot of very fine people there who I'm sure will have a little piece of the puzzle. And that's very important, but I think I tend to be more of a real entrepreneur's entrepreneur. I've spent most of my life on the front lines of capitalism engaged in about every scenario you can imagine, for almost every kind of industry you can imagine. It doesn't matter whether it's retail, wholesale... startup, mature, fast track growth-oriented... services, professional services, manufacturing, distribution... high-tech, low-tech... whether they sell by ads, by online, offline, lead generating, word of mouth... I can in almost every situation make a profound, and dramatic, and a very enriching difference if they want to be transformed. I'm not trying to be arrogant. I'm just telling you what we can do.

**MARK:** You have one of the most amazing minds and experiences on the planet.

**JAY:** You flatter me. Well, you do too! You've chosen one path, and I've chosen another. As I said, my first love is working with business owners, but I've found that it's very good business for me to share many of my best \$5,000-an-hour ideas with people who can't afford me because three things will happen: If they apply it, their businesses will soar, and a lot of people in their association are big enough that they could be clients, and they'll tell them about me. The third is they'll grow to a size that they can come back.

So I'm very pragmatic about investing in people for the future. I think that's the wisest thing anybody can do.

**MARK:** I do too. Jay, as always, it has been wonderful. All of our 50,000 people that have listened to this are going to love every minute of your program. There are some who have never met you before who are going to go, "Wow, and I thought I knew about marketing!" because they know one strategy, but you know thousands. So it's been wonderful. Thank you.

**JAY:** Well, thank you, Mark. I look greatly forward to spending time on the podium at the Abraham Factor SuperSession. You attract a very admirable group of people that seem to have a higher level of aspiration, a higher level of commitment, a greater desire to transform themselves, and an infinite, almost sponge-like willingness to learn higher-performing, more powerful and profitable techniques, so it's a pleasure to do this interview. The few times I've been to your programs and met your people have been an absolute delight, and I'm certain the people that this program will appeal to will be likeminded, and they'll enjoy interacting with one another at a high level.

**MARK:** You're the best of the best, and we're going to bring out the marketeer in each and every one of them, and they're going to thank you. Again, Jay, thanks for being so kind as to share this special meeting.

**JAY:** My great pleasure. Thank you, Mark.

**MARK:** Thank you.