

Radio  
Advertising  
Sales

**SUCCESS**

*THE  
GAME  
PLAN*

William M. Pacelli

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# RADIO ADVERTISING SALES SUCCESS THE GAME PLAN

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The theme of the 8th Annual RAB Managing Sales Conference "Team Radio '88 — It's a New Ballgame" was right on target. It called for "repositioning radio . . . recognizing our inventory as the precious commodity it is" and recognizing radio's powerful impact on society. That's the thrust of his book.

Radio's growth in ad revenues has not maintained pace with other major ad media for a number of reasons:

- Lack of professionalism in reps.
- Lack of rate integrity.
- Lack of self-respect.
- High salesperson turnover.
- Not recognizing that 'the enemy is US'.

This long overdue book tackles those subjects head-on. It addresses the topics of rate-cutting, bonus spots, hard goods merchandising, paying agencies to buy Radio.

(continued on back flap)

Here is a manual that carries the reader from the elementary phases of establishing good client relations to more advanced stages which include having fun with the results . . . making sales successful through hard work that appears easy.

This book zeroes in directly on Total Client Benefit . . . Total Integrity . . . Complete, obsessive follow-up Service . . . Honesty . . . Positive Expectations . . . Enthusiasm. It will instill in each reader (and re-reader) a sense of respect and pride in Self . . . Client . . . Profession.

It is directed at professionalizing radio advertising sales to reduce frequent salesperson turnover.

It emphasizes the well-known but little-recognized truth that hard work . . . persistent, well-planned hard work . . . produces amazing success.

George Burns, at the celebration of his 92nd birthday, said on choosing a career, "Fall in love with whatever you're going to do for a living". It's quite obvious that the author has done exactly that; and throughout this book he urges the reader to do the same.

This book will certainly help you to "fall in love with what you do for a living". It's the best of its kind.

It could become the turning point in your sales career.

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**CAMBRIDGE HOUSE ASSOCIATES**  
3017 S. CAMBRIDGE RD.  
P.O. BOX 27458  
LANSING, MI 48911

## ABOUT THE AUTHOR

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Bill Pacelli has been General Sales Manager at WITL AM/FM, Lansing, Michigan for over 20 years. He was president of the Lansing Ad Club and Lansing Rotary Club, was awarded the Silver Medal Award from the American Advertising Federation and has guest lectured at Colleges and Universities countrywide, including Michigan State University, Pepperdine, Aquinas College, Davenport College, and Lansing Community College. He

has had articles relating to Radio Sales published in NAB's monthly magazine, "RadioActive" and RAB's publication, "Sound Management". He also appeared as a panelist at the RAB's Managing Sales Conference in 1988 in Atlanta.

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"I thought that it was such an excellent article that I sent a copy to each department within our stations. There wasn't anyone who wasn't touched in one way or another by your remarks." . . . John A. Trent, GSM, WASK, Lafayette, IN

". . . after your radio sales presentation, one of my Broadcast Management students told me he was seriously considering sales as a career because of your presentation." . . . Dr. David N. Lowry, Pepperdine University, Malibu, CA

"Your discussion of radio and its position in the Marketing Managers' Plans and Actions was exactly what we needed and wanted." . . . Robert D. LaMoreaux, Aquinas College, Grand Rapids, MI

On Bill Pacelli's training program . . . "I learned more than selling radio from Bill . . . I learned to sell. I learned that when you put clients before money, the money will come." . . . Mike Bennett, of Reinhardt, Bennett, Lamka Advertising Agency.

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Sales

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William M. Pacelli

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Inquires should be addressed to:

Cambridge House Associates  
3017 S. Cambridge Rd-PO Box 27458  
Lansing, Michigan 48911

## DEDICATION

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Sydney J. Harris, late newspaper columnist, remarked in one of his columns that a book virtually writes itself once you begin it---as long as you know where you want it to end and how you want to get there. I wasn't sure about that when I first read it, but I have now come to believe it---at least partly.

While I may have been the one who hit the type-writer keys, the thoughts contained were actually written (at least inspired) by many others...salespeople with whom I have worked, salespeople whom I have helped guide, salespeople from other radio stations and media, salespeople in other fields, and hundreds of advertising decision-makers. The last-mentioned group probably taught me more about radio advertising sales than any other.

This book is dedicated to all of the above, and to the media salespeople all over America and other countries in which advertising revenue plays a vital part in media existence. I hope every one of them, present and future, uses this book and adopts the "Service Before Self" attitude that guarantees success. Let's all put into practice the game plan that Michigan State University head football coach, George Perles, lives by: Hard work, followed by hard work, followed by more hard work. That's how MSU won the Rose Bowl game in 1988, and that's how you can win and keep on winning every year!

## ACKNOWLEDGEMENT

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A book does not come into existence without a great deal of effort on the part of many people. I would like to recognize the contributors to this book:

My wife of not enough years, Doris. Talk about encouragement and insight!! She provided both--- in abundance.

My very good friends, Dan and Sue Foltz. He's a computer whiz, she's a teacher. They spent more hours and days at the keyboard than anyone could reasonably expect, thus ensuring that this book came into being.

Duaine H. Pamment, a man with an eagle-eye who can spot a typo or a fuzzily-stated thought at forty paces.

The easiest part was writing the book. The most difficult was getting it okayed by the folks above...through editing, proofing and revising. To them, my undying gratitude...and, if the book results in upgrading, increasing and professionalizing radio advertising, the undying gratitude of radio salespeople everywhere.

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**INITIAL  
IMPRESSIONS**

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## INITIAL IMPRESSIONS

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Why do so many radio salespeople remain in the profession for less than a year? Why the tremendous turnover? Can radio salespeople earn enough income to encourage them to stay?

These are questions that I've wrestled with for a number of years now. My radio station is extremely successful, yet our rate of turnover in the sales team is very high. Someone who has been in the field two years is now considered a veteran. When an advertiser sees two to three different sales representatives from the same radio station within a year, it hurts! No wonder they turn to other media when making advertising plans! At least they are familiar with their representative from the newspaper, TV station, or outdoor advertising. It's easy to be comfortable and do business with someone you know.

This book is written to help radio salespeople adopt a game plan that will enable them to both enjoy what they do and earn a handsome income, and thereby encourage them to remain in the profession on a long-term basis. It will also help develop an

attitude that will make them feel good about sales ...have respect for themselves, their profession, and their clients. After more than twenty-five years in radio sales, I love this profession. I want to see more bright, energetic young people enter the field and make it their career. Currently there are too many ill-trained radio salespeople who move out of the field before they even give themselves a chance to succeed.

I firmly believe that the better, more experienced salespeople we have, the greater growth radio will generate in sales figures. We know radio advertising produces excellent results for the advertiser. I've seen so many small businesses grow, due almost entirely to the amount of dollars invested in radio advertising. In fact, many advertisers invest the major part of their advertising dollar into radio. Why, then, is radio not increasing in billing as rapidly as other advertising media? Could it be poorly-trained representatives, rapid salesperson turnover, unprofessionalism, lack of pride, lack of integrity??? If you are a radio salesperson committed to your profession and aim to excel on a long-term basis, this book could be your springboard!

Just about anyone can make a quick, one-time sale, but it takes a true professional to persuade clients to invest in his services week after week, month after month, year and year. That kind of consistent success calls for a solid game plan, and that's what this book is all about---setting a game plan for success based on mind-set, point of view, attitude. Without a plan there are only isolated plays, techniques, scattered bursts of energy with no direction...some are good, some not so good.

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Only *after* you have your game plan set for a football game or chess match do you put in the plays that will move you toward your ultimate goal.

Understand this: I don't denigrate good sales techniques...the proper approach, good presentations, probing questions, power close, etc. These are good, but without a game plan those activities are apt to be unconnected and disjointed. They must be part of a whole synergistic plan, a plan that is developed by the right attitude.

Many salespeople concentrate on the individual components, without trying to connect them. Failure usually results and the salesperson wonders why. He/she is doing it by the book...yet it isn't working. Why, oh why? *Attitude*, that's why. No game plan based on attitude.

Internalizing the ideas presented in this book will not "Double Your Billing in One Week!!!" Rather, a long-term, evolutionary plan is presented, a foundation on which to build a continuing successful career in radio advertising sales.

There is no mystery about this book. It's not a suspense novel. It's a simple equation:

$$H W + H = S.$$

Hard Work plus Honesty equals Success. I firmly believe that successful salesmanship is simple. Not EASY, but SIMPLE. There's an important difference.

There it is in a nutshell. We'll try to prove that equation over and over, chapter by chapter.

We'll try to drive home the point in every way possible so that you'll buy into it completely.

As in every area of life, attitude determines outcome. If the outcome you want is a successful career as a salesperson, you simply must establish the right selling attitude. Once you develop that, everything can fall into place. Once you grab the simple sales philosophy presented in this book and run with it, you'll discover an age-old secret: **IF YOU WOULD LEAD, YOU MUST SERVE.**

It will become relatively easy for you to build solid, long-term relationships with your clients; you'll discover the value of maintaining integrity; you'll be able to extract the maximum amount of productivity from every working day by managing your time; you'll learn to put the accent in sales exactly where it belongs:

**Service---Quality---Excellence.**

If you use this book the way it's meant to be used, you'll feel good about yourself and your profession. You'll see vividly and clearly why selling is a noble...yes, noble activity, an activity that helps maintain and increase America's standard of living. Learning the methods contained in this book will put you in a service-oriented frame of mind, forming a mindset that will put you on the same side of the desk as your clients.

When you finish this book your attitude should be this: As a salesperson, I perform a most valuable function. That is to help another person make an intelligent buying decision. It's a worthwhile effort, and that's what the selling profession is. When you look upon it in that way you'll feel a

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new-found respect for yourself and for your chosen profession. You'll understand that professional salesmanship creates a true win-win-win situation. A win for your client, a win for his customers, and a win for yourself and your profession.

Let me explain what I mean. You go to an automobile showroom; you think you want to buy a new car, but you're not entirely sure you can afford one, and you're not sure which model you want. A sales representative greets you at the door, asking if he can help. At that point the selling process begins. With his help you determine which model would fit your needs, budget, etc. Shortly thereafter you leave the showroom with your problems solved and your needs met, feeling good about having bought the "perfect" car.

In that situation, who won? And if someone won, did anybody lose? I submit that you both won. And the winning doesn't end there. The automobile salesperson, by helping you reach an intelligent buying decision, performed an extremely important and noble activity. He helped you, he helped his dealership, he helped himself, he helped the automobile manufacturer, and he helped thousands of workers and suppliers. By helping you reach your decision, he contributed greatly to the economy of our country and our standard of living.

You may never have thought about Salesmanship in those terms before but, in fact, isn't that what true professional salesmanship is all about?

Acting on the ideas contained in this book will become a vital step toward your successful selling career. It will become an important part of you, to be used and referred to for the rest of your professional life. Don't plan on reading it only once, getting an idea or two, then putting it away. Make this book an integral part of your very being. Plan on many, many readings. Just as you learned your multiplication tables, plan on internalizing these ideas the same way---by repetition.

I would encourage you to obtain a highlighter. Highlight the parts of this book that are especially meaningful to you and make a summary from the highlighted parts. Then re-read the book, highlighting other meaningful parts (perhaps in a different color). Summarize again. Repeat the process. This is a WORKING book.

You may not agree with every point made. The approach in this book has worked beautifully for me and for many of the salespeople I have been fortunate to have worked with over the years. The philosophy of sincerity, honesty, and integrity is not negotiable. However, there is no one, single, right method to employ that philosophy. There are a number of ways to reach the same objective. If you honestly and thoughtfully disagree with any of the methods recommended here, that's okay. If a certain way works better for you than a way you find here, use it. This book should serve as a thought-starter.

Even though the thoughts in this book have been formulated from over twenty-five years in radio advertising sales, I believe the philosophy would work well in any sales field. I refer to an open, honest, upfront, sincere sales approach. Sell-



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ing advertising, an automobile, insurance, real estate, or computer systems...it's all the same. Certainly the product is different, but product knowledge can be gained in a relatively short time by a bright, interested person. Product knowledge alone will not insure successful sales. A basic sales philosophy needs to be employed, one that says, "Client first---everything else second". This philosophy would be effective in large, medium, or small markets. It would be effective with any product or service. Master the *Sales Attitude*, add product knowledge, and you're well on your way to the top of your profession.

This book's primary purpose is not to outline selling *techniques*, as such. There are many books and tapes which address themselves to selling techniques. Some are excellent. Read them, listen to them. In fact, never stop learning and growing in your profession.

The Number One purpose in writing this book is to save you some very valuable years in getting to the position you desire in sales. I know that experience is the best teacher...*your own* experience. But if you can vicariously use my experience, you'll save valuable time. Perhaps you will learn to eliminate or change a certain attitude or improve a way of doing things. If that happens, this book will have been a tremendous success for me---and definitely for YOU.

Now let's go on and learn together how best to work toward excellence in the sales PROFESSION.



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**C H A P T E R     1**

**SELF-PERCEPTION**  
**Where "Selling" Starts**

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## SELF PERCEPTION

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The word "*selling*" was put into quotation marks for a very good reason. We create the ideal selling climate when we give our clients good, solid reasons to *buy*, not when we set out only to *sell*. The more reasons given, the greater the odds that a *sale* will be made. Few people want to be *sold*, but if given enough evidence of benefit, enough reasons that make sense, they'll be more likely to *buy*.

How do you see yourself when you make a professional call on a client? Are you an interruption in his day? Or are you an integral part of his business decision-making process, a process that inexorably leads to traffic, sales, profit. You determine, by your self-perception, how your client will perceive you. In other words, **YOU CONTROL THE SELLING CLIMATE AND RELATIONSHIP!**

When you employ the services of a doctor, does that doctor approach you as if he had his mind on his fee or as if he were trying to reach a quota? Or does he approach you and your concerns out of

total interest for your well-being, as a true PROFESSIONAL?

He will ask you enough pertinent questions so that he can help diagnose your problem. His time is valuable; he must get down to the salient information as quickly as possible. By asking the right questions, he virtually allows you to diagnose yourself. He weighs the information you've given him, places it in order of priority, calls on his medical knowledge, and comes up with a probable solution to your problem. During this time he acts in a thoroughly professional manner. You'll tend to respect and trust him as a true professional.

So it is when *you* are the doctor, or advertising consultant. First of all, like your doctor, you see yourself as a professional. You know your business. After all, you continually read trade journals so you are aware of the newest advertising techniques. You are continually improving yourself with the best sales books and periodicals. So you know your business...you're good. You believe in yourself and your product. You know that you can create a commercial and an advertising plan that can help your client's traffic flow, product or service awareness, and profit. You have your focus on your client's benefit, not on your goal or quota.

When you make the initial sales call you learn about your client's business. You need to know his needs, his problems, his business objectives. Only after you gather the information can you *diagnose*. You put that information into a priority list, focus on what you believe would be the proper *treatment*, then return with an advertising plan that will be a probable success for him.

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There the comparison between a doctor and an advertising consultant ends. Your doctor doesn't have to treat you with enthusiasm. If he's knowledgeable, professional, and gives you solid reasons for his treatment's probable success, you'll buy.

But in sales, the extra, vital ingredient is enthusiasm. There is absolutely nothing as contagious. Salesmanship is a *transfer* of enthusiasm. You have an intense belief in your product and you're excited about it. Your job is to get *him* excited about it. You've seen it work for many, many other advertisers. You *know* you can put it to work for him. You know that you'll work harder than anybody else in the world for his success. You'll serve his professional needs in an almost obsessive manner. You don't zero in on *your* needs; your only focus is on *his* success. Why? Because if he succeeds, your success will certainly follow. You can't help someone get to the top of the mountain without getting there yourself, but you concentrate only on *him*.

After you have diagnosed and created a dynamite sales campaign for your client, does that do something for your self-perception, give you a bit of confidence? ABSOLUTELY! As you see yourself, your client sees you. Remember, it all begins with YOU...your own self-perception.

So you approach your next client with a calm self-assurance that if you can do it for one client, you can surely do it for another, and another. There's no end to your creative abilities.

Now your professionalism is coming together. You walk with assurance, you speak confidently, you feel secure enough to ask the right questions, you develop the right answers---AND YOUR CLIENTS SUCCEED.

You now perceive yourself in this way: You are someone who will work harder, smarter, and longer than anybody else to see that your clients succeed. Aren't they the most fortunate clients in the world to have you as their consultant? **THEY CERTAINLY ARE.** And isn't that what they want?

It all starts up here...between the eyebrows and the hairline. You've got to think it, know it, *expect* it to happen. Remember this: We always sell in a way totally consistent with our self-perception. There is a direct relationship between how we see ourselves and how we sell. If we see ourselves as truly professional (affirm it to ourselves repeatedly), we will act professional, think professional, *be* professional.

Write this down and carry it with you at all times: **THE "SALE" IS MADE BEFORE YOU SEE THE CLIENT.** It's made in the most important place in the world...your own mind. If you're a true professional, if you have nothing but the client's success in mind, if you're eager to do anything and everything to help your clients succeed---**YOU SIMPLY CANNOT MISS!**

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**C H A P T E R     2**

**CREATING THE SELLING  
CLIMATE**

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## CREATING THE SELLING CLIMATE

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When the climate is right everybody feels better about most everything. In weather that means just the right humidity, temperature, wind velocity, etc. You awaken in the morning to sunbeams and pleasant temperatures, and the world is a better place for it. You're more receptive to just about anything positive.

It's true we can't do anything about the weather conditions, but we can do something about the climate in any situation...social or business. If we realize that we set the tone, we choose the setting---and what follows is directly connected to that initial approach---we can literally control the direction of any situation.

Specifically, in a *selling* situation our primary job is to create the selling climate. Now how do we go about doing that? In order to have a client invest advertising dollars based on our proposal, we have to gain his trust.

In order to gain his trust, he must feel that we are trustworthy, knowledgeable, respectable; and

he must like us. In other words, the client has to feel good about doing business with us.

"Liking" means "respecting". Your client must respect you AS A PROFESSIONAL in order to do repeat business with you. So, the question is: How do you get your client to respect you?

If you call on a client for any reason other than to help him solve a business problem or meet a business need, you are there for the wrong reason. We said earlier that "client benefit" is number one; anything else is in second place. The selling climate is set when you are honestly, sincerely, obsessively interested ONLY in his success. That aura comes through loud and clear, and your client will recognize it. He'll also respect you for it. You're not there to meet a goal, enhance your billing total, impress your manager, or receive any other benefit. Imagine that you are on stage with your client and there's a spotlight above; if any part of that spotlight shines on *you*, the play is over. That spotlight must shine exclusively ON YOUR CLIENT.

That's why it's so important to internalize the sincere belief that at the time you are dealing with him, your client is the most important person in the world. He is more important than you are. His needs are at the top of the list. That doesn't mean that you don't also have needs, but they exist only insofar as they will help solve your client's problems.

You need to have your client give you vital information about his business if you are to create an advertising campaign for him. This is a genuine

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need. If you don't receive that vital information, you simply cannot utilize all of your talents and experience for him in any meaningful way. So your needs must be met in order that you may help solve your client's problems, or meet his needs.

That isn't to say that sales are not made any other way. Many salespeople call on clients in order to meet their own needs, and with enough fast talk, amusing stories, slaps on the back, and swift, shifty closes, they will make a sale. But does long-term sales success depend entirely on a shine on your shoes, pat on the back, and a big smile? You'll recall Willy Loman in "Death of a Salesman" thought it did. Those actions can be useful, but in my experience, that is not a long-lasting situation, and true salesmanship goes *far* beyond those externals. There have been salespeople at our station who simply could not fit into the *service-oriented* philosophy. Some were very successful---for a short time. But they were never comfortable with our "client benefit" policies. They are now selling other products and doing fairly well. They are selling *personality*, and that can produce some results.

The true professionals in our field are the 20% of all salespeople who earn 80% of sales income. They are sincerely interested in their clients' success and they know that if they are to win, their clients must win first. In order for their clients to win, they have to devote all of their efforts toward that end. Their entire thrust must be concentrated into getting the client to the top of the mountain; when he succeeds, you succeed.

You'll notice I have referred to advertisers as "clients". Ninety-nine out of a hundred radio advertising salespeople refer to them as "accounts". I believe that by referring to them as "clients" we approach the relationship from a much more professional and personal level. I don't have much of a relationship with an *account*, but I definitely am interested in the success of my *client*.

How else do we firmly establish the selling climate? One of the primary attributes of the true professional is HONESTY. Be totally truthful with every client on your list. If a question arises and you don't have the answer, don't fake it by glibly baffling him with baloney. Tell him you honestly don't know, but will find out and let him know.

I remember conducting a role-playing session with a relatively new salesman. During his presentation (He was the salesperson, I was the client), I asked him how many listeners his station had. He answered without hesitation, "72,000". When I asked him for the source of information, he couldn't tell me. As a client, what do you think my reaction was to the rest of his presentation? Right! After that, if he told me that the sun was shining, and it was, I would tend to doubt him. Why? Give me just one misstatement, and all the rest of your statements fall into the same category.

If you don't know the facts, DON'T ANSWER. Tell him you'll get the answer from someone who knows; sales manager, chamber of commerce, data source, whatever. But DON'T FAKE IT. When the Bible tells you not to lie, that's not only good solid spiritual advice, it's practical advice for successful relationships.

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Honesty is not only the best policy---it's the *only* policy for continued success. Can you get by for a short time misstating the facts? Sure. If you are glib, have a commanding personality, flash a dazzling smile, then yes, you can get away with untruths and make a sale, maybe even a number of them...for a while. But will it last? If we follow the premise that we build a trust relationship with our clients, misstatements and untruths simply have no place in our business dealings.

Recently one of my salespeople asked me to help her with a presentation for a realtor with a new apartment complex. 25 to 34 was his primary demographic. Our station targets primarily 35-plus. Now anyone can work the figures to his or her advantage. Our rep planned to conceal from the client the fact that our primary strength was 35-plus, since we also look good 25-54. She was going to lean on the 25-54 demo to get the buy. I told her that we can't be all things to all people. Be direct and truthful with your clients, whether you get the buy or not. Face the fact that we're NOT the number one buy in 25-34, but ask probing questions to determine how important the 35-54 age group is to the client's plans. She did. He said that he appreciated her candor, recognized that 35-plus *is* an important part of his marketing plan, and bought us for that demo. He bought another station more heavily than us, but we did get the buy and a chance to deliver the older demo for the client.

Now what if our rep had indeed tried to pull a fast one for a fast buy? Would the client have recognized it? I'd say "yes". You see, advertisers usually are people of above-average intelligence. They generally are the entrepreneurial type; in many cases they have come from the sales field. Does it take one to know one? You bet! It's easy to recognize a scam or a fast shuffle. Don't be guilty of it. Be honest, sincere, direct. If that's how you are, you don't need a great memory. You'll *know* what you told a client before, and you'll tell it again. One thing probable: *he'll* remember your first story. Your second story had better match!

You create the selling climate long before you even attempt to sell the client anything. Usually you will not make a *sale* on the initial call, but will gather all the information you can. How can you create a campaign without knowing virtually everything about your client's business? In this way you *do* create the selling climate that will result in a subsequent sale. **YOU ARE TOTALLY CONCERNED WITH YOUR CLIENT'S SUCCESS.** You build on that. Each time you see the client you are building on the positives you exchanged with him during the previous visit.

For example, never leave a client's office on a negative note. Even if that client tells you he is not interested in radio advertising, don't take that as the final answer. Ask if you can send him some information that could be helpful to his business. If he says okay, send him some marketing information pertaining strictly to his business, perhaps a printout from RAB's "Instant Background" file. It should be information about his business; who buys his products, peak season, etc. After having sent

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it, phone a few days later to determine if it was of interest to him. Don't talk radio; just discuss his business. If he found the information he received helpful, tell him you have further information and ask if you can see him. Chances are he'll okay it, and you can then present concrete suggestions to increase his business. Perhaps you can indicate other similar businesses that have had excellent results from their radio advertising. If you're sincere about wanting to help, he'll see it and respond in kind.

You see, professional selling is not a one-shot deal. It is a week-after-week, month-after-month, year-after-year long-term relationship. We never hit-and-run. We never put an advertiser on the air and forget about him. We always determine how successful his offer, sale, or event was.

An important point here: NEVER ask him how your station worked for him; ask how his offer succeeded. There are many, many reasons for a successful or unsuccessful campaign: competitor's offers, weather, his store personnel, etc. Sometimes it seems to depend on the position of the stars. But the fact is, there are many factors, including ad medium, that determine the success or failure of an ad schedule. Don't put the entire burden on your station, or yourself. Were business conditions right? Was there a real market for what he was offering to sell? The advertising medium is only one of many factors involved. It's an important one, no doubt, but it's only a part of the total picture; so don't take the entire blame for failure, or the entire credit for success. If it worked, advise your client to continue to push the same buttons.

Make no mistake: YOU SET THE SELLING CLIMATE EVERY TIME YOU CALL ON A CLIENT. You must continue to be professional, positive, optimistic, totally dedicated to your client's success. You do not invent the "*selling climate* wheel" the first time and have it made; you continue to set that climate every time you see the client. Just as he doesn't want business success *only* after his first ad schedule, you do not let up in your setting of the selling climate. Every time you see him, get the ball rolling in the same direction; set and reset the *selling* climate for you, the *buying* climate for your client. Follow up on his success. Follow up on information you gather concerning his business. Follow up with new approaches and fresh ideas for him. Be the person your clients look to for help in marketing or advertising. When you are, you've placed yourself in the position you want to be. And from then on, you continue to *earn* that position. It's no easy task to get there, and it's no easy task to remain there. It takes constant hard-and-smart work; but when you have firmly established the selling climate by being honest, service-oriented, and respected, you have created the positive condition where both client and salesperson benefit. What a payoff!

Get this firmly fixed in your mind: Any time you can help another person make an intelligent decision, you provide a valuable service. That's what I believe the selling profession is: *Helping another person make an intelligent buying decision*. If you believe this and see yourself that way, you'll call on your client to give him the reasons and information to help him make an intelligent decision.



With that mindset you almost cannot help but be successful, because you'll be helping all of your clients become successful...and isn't that the name of the game?

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"It is one of the most beautiful compensations of life that no man can sincerely help another without helping himself."

Ralph Waldo Emerson



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**C H A P T E R    3**  
**BUILDING RELATIONSHIPS**  
**WITH INTEGRITY**

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## INTEGRITY

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In an earlier chapter we talked about building a trust relationship with your clients. By being completely honest, open and up-front about everything, we develop integrity.

I firmly believe, based on observation throughout my years as sales manager, that people of integrity will have lasting success. I look for that attribute in every sales applicant I interview. I assume the role of a prospective client with the applicant making a sales presentation. Since the person is selling his or her potential as a sales rep to me, it is, in fact, a presentation. So the things I look for are:

- \_\_\_ ability to articulate a thought or idea;
- \_\_\_ ability to listen and comprehend;
- \_\_\_ personal moral values;
- \_\_\_ honesty and integrity.

Having integrity means that this person is trustworthy; I can believe in him or her. It means that I can feel good about having done business with this person. In short, I want people on my sales staff who are *good* people, but also who have an overwhelming desire to excel...to be the best at what they do.

Are those two traits contradictory? Not at all! I can be a client-oriented person and still be motivated to excel. In fact, I don't believe you can have one without the other. If I have to deceive to make a sale, I would rather not make that sale. I am not there to win every battle. I am there to help my clients win the war. I think of the phrase: "Short-term pain, long-term gain". You don't have to make a sale every time you call on a client. In fact, you shouldn't, because not every call is directed toward making a sale. There are calls to gather data, deliver information, ascertain results of an advertised event, and others. If you're there to "suck money out of a client" each time you call on that client, you're in the wrong profession.

Now let's talk about selling with complete integrity. Do "nice guys finish last"? Is "honesty the best policy"? Is it a good idea to "do unto others as you would have them do unto you"?

In our profession, we call on our clients week after week. Do you really think you can deceive those clients on a continuous basis? If you were the client, do you think you'd like to do business with someone you feel was trying to pull a fast one? You can answer all the above questions by using an extremely important attribute of a salesperson...EMPATHY. Put yourself in your client's

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place. Would you feel more comfortable dealing with "Sly Sam", or with "Genuine Jerry"? The answer is so obvious it's not debatable. If your sales rep misrepresented even one small fact in an effort to make a sale, I am fairly certain that you'd prefer doing business with another rep, another company...and rightly so. You are put into enough questionable situations with enough questionable people in which you have no choice; with a sales rep and the company you buy from, you *do* have a choice. My choice would be to deal with someone I believe in, whom I trust; and that's true whether he or she represents the top-rated station or not. I would never feel that I was forced to do business with someone I didn't trust simply because the firm he represents is the best in its field. I am doing business with a *person*, not a company; and that person must be a good person.

I don't want to overkill a point, but it cannot be stated too strongly: Integrity is an absolute **MUST** for continued success.

How does "rate-cutting" fit in with integrity? In my opinion, it doesn't. How can you feel you have integrity when you offer one client one rate, another a different rate, and a third client yet another rate? Please don't approach your profession with the mind-set of "Let's Make a Deal"! You want your clients to know that the rate they pay is the same rate *every* advertiser pays, given the same weekly/frequency plan. You want every client to rely completely on the fact that the client down the street or on the other side of town is not going to be able to negotiate a more favorable rate than he is receiving.

Unfortunately, many radio stations make a practice of "rate adjustment". Because of that, *our* reps are expected to cut rates. Our clients are truly surprised, and not totally convinced, that what we say is true: *we don't negotiate rates.*

This confrontation takes place whenever there's a rate increase. I cannot count the number of times that I, as general sales manager, have had to accompany one of my sales representatives to call on a good client to convince him that our policy of rate integrity has been, is, and always will be, in force. In many cases the client has called other advertisers to determine the truth of our claim. Some clients have balked, some withdrawn their advertising, some have threatened even worse. But by maintaining rate integrity *without exception*, we have been able to persuade most of them to use our station again.

During the time they were not advertising, our sales rep continued to serve them in other ways: by furnishing information about their business, making them aware of station promotions that might benefit them, letting them know that we are available for any of their business needs. It's what we have always felt is the best reason for our clients to invest in our services. We pledge QUALITY, VALUE, and professional SERVICE. When I buy, that's what I want, and I transfer those motives to our clients. I do not buy shoddy or cheap; therefore, I do not sell shoddy or cheap.

I recall a situation in which one of our former program directors, in an effort to become better acquainted with the entire station operation, asked to be trained in sales. We gave him an accelerated



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training program. When we felt he was sufficiently knowledgeable we sent him on some prospect calls. He came in one afternoon shortly after that with a glow on his face. Why? He had just made his first sale! He felt that the wondrous part of it all was that an advertiser had enough faith in him to invest over \$500.00 in our station...just on the strength of his presentation. He said he hadn't been that high since he first started in radio.

That's a wonderful attitude to have. Imagine! On the strength of his belief in you, the client will invest dollars in your product or service. What does that do to your sense of responsibility? It makes you want to do everything you possibly can to see that your client's campaign is successful.

Whenever you make a sale, the client is spending his money on the strength of your word. That's like the good old days. You've heard about them ---when men shook hands and it was more binding than reams of lawyers' contracts. To be truthful, those days weren't too bad; you could trust in someone's word. People prided themselves on their word being their bond...no clauses, codicils, loopholes, unspoken ways out. When your client puts his faith in your word, take that as a sacred contract. Do everything possible to make sure all spoken and unspoken agreements are met---from schedule, to copy, to billing, to collection.

That brings up another important component of building a long-term trust relationship with a client. Everything is to be explained to the client up-front; exactly what he can expect from you, exactly what you expect of him. Eliminate surprises later on. Don't ever find yourself saying

to a client, "Oh, didn't I tell you about our production charges?" Cover everything when you make the sale. Be sure to send the client a copy of the schedule you submit, so that he has something to hold onto that tells him exactly when and where his ads will be broadcast, and how much it will cost. Be sure the weekly charge is included, with production or any other charges. Total the entire schedule.

Example: If a client buys a two-week schedule, the total per-week charge is \$1300.00, or a total of \$2600.00. Don't assume just because your contract states "per week", he'll understand that. Make everything *kindergarten clear*. Then, when bill-paying time comes, you will have no possible disagreements. Your client will not come back to you and say, "Listen, I thought my total was \$1300.00. I never agreed to \$2600.00." Avoid that type of conversation up-front...make everything totally understandable.

By making everything clear, you'll be doing business with your client in a professional way. You'll be creating sales ideas, schedules, copy; you won't have to discuss the bill. You are there to increase his traffic flow and therefore his sales, not to argue about rates, billing, etc. That's a total waste of time. So, make sure everything is clear, understandable, agreed-to; then devote all your time to increasing his bottom line.

Integrity also means confidentiality. You discuss a sales event with a client that will take place two or three months down the road. It's up

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to you to put the package together. When you return to the station you tell another sales rep about that event. Soon the second rep's client in the same field has the same idea. You don't think that happens?

One of our reps, not long ago, scheduled a marina for a remote broadcast for a spring sale. Another rep went to her own boat dealer, told him about his competitor's sale, and suggested that he buy the maximum number of ads per hour during his competitor's event---which he eagerly did. That second rep felt pretty good about taking advantage of a situation to make a sale.

Was that ethical? No. The lawyer-client confidentiality factor applies here. No competitor should ever be told about another client's advertising plans by anyone connected with the station. A client's advertising plans are confidential until his advertising hits the air. After that it becomes public knowledge, and a competitor can then react and order any advertising plan he feels will help his business.

Consider it from your client's point of view. If you tell him about one of his competitor's advertising plans before the fact, it stands to reason that you'll tell his competitor about *his* plans; and he will be extremely wary of letting you know of his upcoming events. Instead of planning his events with him well in advance, you'll be scrambling for last-minute sales. That means you will be in the position of reacting, instead of acting. So be smart---have integrity. It works well for your client; it works well for you.

At our station we have an agreement form which we discuss with all our new advertisers and review occasionally with our existing clients. This is it:

"Policy Paper on \_\_\_\_\_(station)'s relationship with \_\_\_\_\_(client)".

You will be supplied with advertising ideas geared to increase traffic in your place of business, response to your services.

You can be sure each station representative will be totally focused on your needs. Whatever he/she can supply to bolster your ad success, he/she is completely willing to do.

You will be served professionally, from an objective viewpoint. By that we mean you can expect to be advised if an ad buy on our station is, or is not, in your best interest.

You can expect accurate billing, a schedule that meets your needs, a creative approach with your script, etc.

You can expect complete confidentiality prior to your event, ad offer.

You can expect total follow-through on service.

You can expect that any promises made will be honored in both letter and spirit.

You can expect your sales rep's complete understanding of your ad aims. That is obtained by questions asked of you and by commercials and

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schedules geared toward realization of your advertising aims.

You can expect your sales rep to be totally honest and up-front about everything; your schedule, rate, when payment is due, etc.

You can expect to receive a duplicate of your submitted broadcast schedule so you know its times and cost.

You can be assured your rate will be consistent with rates charged any other advertiser on the same weekly/frequency plan. No other advertiser, big or small, will receive a more, or less, favorable rate.

If any of the above conditions is not met, please contact \_\_\_\_\_(sales manager).

If you were an advertiser, would you feel more confident doing business with a station with that agreement? I would! Our product is intangible, nothing more than a sound, a wisp of air. Let's give our clients something to hold onto, to believe in, to feel good about. Let's make our entire approach and demeanor as professional as possible. Let's build long-term business relationships based on our complete and total integrity.

One of my favorite quotations is taken from the wisdom of John Ruskin, who long ago wrote:

"There is hardly anything in the world that some man can't make a little worse and sell a little cheaper, and the people who consider price only are this man's lawful prey."



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**C H A P T E R     4**

**RATE INTEGRITY WITH  
ADVERTISING AGENCIES**

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## AD AGENCIES

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Whether the decision on rates rests with an individual salesperson or with management, this chapter should help develop an attitude of rate integrity with ad agencies.

You deal with both direct clients and agencies which represent clients. Work with those agencies the same as with direct clients...with complete integrity. But one important distinction must be made: Remember at all times that it is the client who must ultimately be served. The agency is that client's rep, but is not the actual client.

Agency reps are somewhat more sophisticated in the realm of advertising. When they make a buy, based on a number of different criteria, they must justify that buy to their client. Basically it's the agency rep's job to match the right media to his client's product or service---what media mix, which radio and TV stations will most effectively build traffic for his client.

Agencies attempt to get the lowest possible rate. That's one of their aims. Sometimes it's

done in an almost barracuda-like manner. I've known radio stations that were punished for not caving in to demands from agencies by being omitted from the buy, even though their demographics were right on target for the client. These certain agencies demanded lower rates, bonus ads, or merchandising.

Agencies feel they deserve a fifteen percent rate-cut or commission because they place the order, provide the commercial itself, and do the paperwork with the contracts, etc. They fervently believe that because of these services, they should be charged less than direct clients. That's one of their primary selling points to their prospective clients: that it will cost no more to have an agency doing all the advertising work for them. In other words, their service is FREE! That's not a bad offer. Why shouldn't a client then hire a good agency? They no longer have to deal with dozens of media salespeople; the agency will do it for them. They will no longer have to struggle over a creative commercial; the agency will take care of that. They will no longer have to choose from among so many different media; the agency, with its advertising expertise, will make that determination, and tell them why. And it's FREE! Sounds pretty good, doesn't it?

As I see it, there's one basic flaw. The agencies believe the *radio stations*, not their *advertising clients*, should pay for their services. I don't feel that's fair. The stations have not hired the agencies; their clients have hired them. Shouldn't the one who hires the agency be the one to pay?

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However, the agencies' feeling is that since they provide the buy and material, it frees up the salespeople's time to work on other clients and sell them, therefore they're worth the commission paid by the station. But consider the local clients and their advertising cost---should they be penalized by paying fifteen percent more for the same advertising simply because they have not hired an agency?

In order to have equal rates and be fair to all advertisers, radio stations should have a local net rate card, and a local commissionable card. The agency's commissionable card should be at least fifteen percent higher than the local net card. That way the local direct advertiser is not charged more than the advertiser who hires an agency. Theory: He who hires, pays. Seems eminently fair, doesn't it?

The national agencies seem to buy according to ability to deliver the right demographic for their clients. No real problem there, mostly.

It's the local agencies who seem to want special treatment for their clients. I don't fault them for that. I will work hard and long for my clients; I expect the agencies to do the same for their clients. But I ask that the agencies do not demand that I lose rate integrity when I deal with them. If I were to give *their* clients bonus ads, or a 15% discount, I would give *all* clients bonus ads or a 15% discount. Why penalize direct clients just because they have hired an advertising agency?

Let's return to a thought propounded earlier in this chapter. It deals with the fact that the

agency itself is *not* your client. It is a representative of your client.

Many times an agency has omitted a schedule for our station even though we felt that buy would have been in the best interest of the client because we would have delivered the right demographic for him. The only reason for the omission was because their rate demands were not met. What to do?

First, talk with the decision-maker from the agency. Determine the reason your station was not included in the buy. If the reason given is not entirely satisfactory, ask if you might see the client to present the facts on the market and acquaint him with your station. If the agency rep okays it, be sure to send the agency a copy of whatever material you give to the client. That's fair.

If the agency does not want you to see the client, find out why. (Remember the agency is not your client.) I honestly feel that an agency which is working well with its client should have no objection to a visit from a media rep. I fully understand that an agency may not want its client to be inundated with salespeople from the media, and to a certain extent I agree with that. But if you feel your station is being discriminated against for no good reason, it's your duty to see the client and give him advertising facts he might not have. He's your client and you owe him all the information available. Until you are fully satisfied that there are good, solid reasons for your station not being included in the buy, keep slugging. It's for your client's benefit.

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It really isn't serving an agency's client's best interest to buy a radio station based *solely* on rates. In other words, your audience would have been valuable to your client if you reduced your rates by fifteen percent, but NOT a valuable audience at "net-plus-fifteen percent". I believe that an ad agency should buy a medium based on the right demographic and psychographic, buying the right audience for his client. Match the potential buyer with the product. That's number one. If your client sells homes, for example, your choice of radio stations should have a great number of home owners in its audience---people in the market for that product. Rates, while a consideration, should be secondary at best. However, not all agencies feel that way.

Many years ago an agency called our station to place a broadcast schedule for a carpet store. Naturally, they wanted a fifteen percent commission from our net card. This was a firm two-week buy, 30 ads per week, in January! Every fiber of my being wanted to say, "Okay, it's January. We need the billing. I'll crumble and give you a better rate than I would give a local advertiser because WE NEED THE REVENUE". However, I resisted the temptation and said we'd sell him on a commissionable card, which was approximately fifteen percent higher than our net card. After a spirited discussion, even though the tape was on its way to the station, he declined to buy. Needless to say, I didn't feel good about the situation. I felt even worse when the tape arrived and I had to deliver it to another station, but I believed that maintaining rate integrity was more valuable than one buy.

A few years ago the owner of a local advertising agency approached us with this proposal: commission only the local agencies off our net card, but not the out-of-town agencies. Since this was the first approach of this nature, we studied it. After pros and cons, cussing and discussing, we turned the proposal down, on the firm belief that it simply wasn't fair to *a//* our advertisers. The result: That agency virtually boycotted our station for a long period of time. Since our station became a much greater force in our market area over the years, some buys were eventually, but reluctantly, placed by the agency.

This particular agency bought around our station, even though their client's primary demographic was directly aimed at our strength in audience delivery. This agency has eight clients who invest in radio; only one of those clients is advertising on our station now. That's because that one client is well aware of our station's strength, and knows that our audience is a good match for his product. But the agency, by its own admission, is boycotting us for all their other clients.

And that's their privilege. If they can justify that behavior to their clients, they can continue to operate in that way, I suppose. Just because I feel that they are not serving their clients properly, doesn't mean they have to agree with me or change their practices.

A couple of years later a new offer was received from that agency. But first, a word of explanation about our rate card. Two factors determine an advertiser's rate: 1) the number of

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weeks an advertiser uses our station, and 2) the number of commercials placed within a week. The weekly use is based on a 1, 13, 26, and 52-week basis. The greater the number of weeks, the less-per-unit price. The commercial frequency per week is based on a 12, 18, 30, 42 and 60-time basis. Thus, the more bought, the less-per-unit paid.

Now, the agency's proposal was this: "Give all of my clients the 26-week rate, no matter how many weeks they use your station". It amounted to an agency rate. We have always operated under a client rate philosophy. For example, if a client advertises with our station 26 weeks of the year, he would earn our 26-week rate. The agency proposal would have meant that any client the agency represents would automatically receive the 26-week rate. Our first response was that we'd have to make that agreement available to *all* agencies. His response: "Fine! You'll get a lot more advertising from all agencies that way."

Again, after discussing it from all angles, we decided to turn it down for the same reason. It just wouldn't be fair to all. He countered with the proposal to make it available to his agency *only*. Evaluate it after three months, and see how much more money his agency would spend with our station! Again, we just had to turn it down.

If we had agreed to reduce our rates for that agency, I know it would have resulted in greater, *much* greater, revenue for our station. But would the price in lack of integrity have been worth it?

Know this: When advertising is being bought, any rationalization can be justified by the buyer.

No advertiser or agency *must* buy your station. Your job is to make that advertiser or agency *want* to buy. You must give enough reasons to convince him that his investment will pay off. But at times all the solid evidence in the world will do no good if an advertiser simply doesn't want to buy your station, for whatever reason. No matter how perfect a buy your station is for a particular advertiser or agency, it may not be bought. That's the real world.

Lately, most agencies buy on a cost-per-point basis. In my opinion, this method is a good way to buy television, but not radio advertising. Not long ago I met with a media buyer for a new department store soon to open. I learned what they wanted to accomplish with their advertising, who they wanted to reach, etc., and then acquainted her with our station's strengths. When she was ready to place the buy, she phoned and said that our cost-per-point was higher than any other station in town ...can we get the rates down? I asked her incredulously how she determined that cost-per-point, since I know what the point cost is in our market and she had come in at about half. She tried to justify her point cost. We worked on a possible schedule and included some nighttime ads to bring down the cost per ad. She didn't buy at that time, but she had her buyer place a schedule the following day. Normal experience: a buyer trying to get the cost down. I respect her for it. I think she respects me for not having cut rates. I hope so, anyway.

I don't fault her for trying to get the advertising costs down. I do fault radio stations for caving in to demands like that. When the other



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stations are saying, "Well, it may not be on card, but it's money we wouldn't have had, so let's grab it", it is harmful to both my station and my profession. It's almost the same as haggling over the price of a used car, which has no fixed cost. After negotiating endlessly you agree on a price, but you're never quite sure if that was the lowest price you could have negotiated.

"Bonus spots" are another way of getting per-spot costs down. I've been asked by one agency rep to give him "Smokey the Bear" time (Sunday afternoon or nighttime) at no charge. I've lost buys that depended on bonus spots. The magazine article following will relate what happened in that case:

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Reprinted from  
"Sound Management", September, 1987  
by William M. Pacelli.

Working with advertising agencies can be the most challenging part of media sales. It can be a war of wits, a game of numbers, an exercise of power, or a very pleasant business transaction.

When I first dealt with local, regional and national advertising agencies, I became emotionally involved. I would get upset when a buyer told me to "sharpen my pencil" if I wanted the buy. I would work on our rate card every year to create the most fair and equitable set of rates based on what our audience could deliver for advertisers, and the income we required to stay in business. I was naive enough to be disturbed when a buyer would

say, "Get those rates down". How could they say that, after I labored so hard to create a totally fair rate?

This happened so frequently I soon realized that this is the buyer's function---to get the lowest cost possible for his client. I now respect that. What I ask in turn is that buyers respect my position, which is to charge rates that are fair, and to offer those rates to *a//* our advertisers. I value rate integrity highly. If all your advertisers expect integrity, you'll establish a mutual respect conducive to a solid business relationship. The first step is assuring buyers that they will not be charged rates higher, or lower, than any other advertiser on the same weekly/frequency plan.

Rate integrity works for both the client and the radio station. Once an agency or advertiser knows that your station is completely fair and up-front on rates, they'll know they are being dealt with honestly in all areas.

A short time ago, an agency rep asked for rates, claiming the client's target demo was virtually the same as our station's strength, and adding that the buy depended upon bonus spots. I said I was sorry, we don't bonus spots. If we did it for one advertiser, we would do it for all advertisers. She said she'd let me know. She did...with her silence. I called several times. She was "in a meeting". When we connected, she told me that we were not in on the buy. We weren't "cost efficient". It didn't call for Sherlock Holmes to suspect that the lack of bonus spots was the real reason. I made a written presentation, listing why our station would deliver the right audience for the

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client. I sent it to *both* the agency and the client. I received a sternly-worded letter from the agency owner, who suggested that other criteria besides demographics determine which media and stations to use. Since several of his points missed the mark, I wrote back to give further evidence of my point of view. Again, a copy of that letter went to the client, along with more information about the station. Two more similar letters followed.

We lost out on that particular buy. However, the agency bought us on a subsequent buy for that client. It was a larger flight and on the card, thank you. Since the second campaign was larger, one of the stations which had bonused spots was dropped. Something to think about!

Did sending copies of my letters to the agency and the client make a difference? Perhaps. Did maintaining rate integrity make a difference? Perhaps. Did dogged determination and persistence in giving both parties solid reasons to invest in our station make a difference? Perhaps.

The point is, the agency realized our station should have been bought the first time. When I firmly refused to add bonus spots, they silently tried to bring us to our knees, rate-wise and bonus-wise, as they did with other stations in the market.

Caving in on an appealing, discounted contract is so tempting. Many sales managers feel, "They were dollars we didn't have, even though the deal was off card." And, "It's time we could never sell again, so why not take the money?"

But take a good look at the entire scene. Is it dignified to give away your product? Would you rather have 14 months of minus-\$20 rates, or eight months of correct rates? Add to that future buys at the correct rate, and even a calculator with a bad battery will tell you that you're far better off having turned down the agencies' original offer.

I recall a line delivered beautifully in a television sitcom some years ago. A strong-willed sister told her adult brother "Be a person". I offer the same advice to every radio sales manager or salesperson. Be a person. Believe in your product. Respect it. Respect yourself. Be ready to bite the bullet and lose the buy if an advertiser tries to get you to "sharpen your pencil". You see, radio really is a powerful advertising medium. So let's not only say it. Let's believe it. And let's act like it.

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I firmly believe that when you treat all advertisers and agencies equally and fairly---and they *know* that---they'll respect you for it, particularly if you serve them well in every way possible.

When you charge more, expect to work harder. You can't have one without the other. But it's worth it. When you face yourself in the mirror every morning you will see reflected back a person of integrity, and that's a very good feeling.

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**C H A P T E R    5**

**WRITING COPY THAT  
S E L L S**

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## COPY THAT SELLS

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"A good commercial is a magician that can turn an ear into an eye"...anonymous.

One of the dictionary definitions for the word "creativity" is: "The making of a thing that has not existed before; origination; invention."

The first rule for creating radio copy is that it must *sell*. That's the *only* reason it is being written...to motivate its listeners to take action, or to buy a particular product or service.

There are some definite, valid rules that pertain to writing commercial copy. As you learn these rules, you will note that nowhere does it say that in order to be creative, copy style must be limited to being humorous, or dialogue, poetic, artsy/craftsy, etc. Therefore, a "straight-talk" or "hard-sell" or "price/item", or "slice-of-life" commercial would also be creative. In other words, **ANY COMMERCIAL THAT "SELLS" WOULD BE CREATIVE.** So, please do not limit your definition of "creative" only to the commercial that sets out to be entertaining.

The first rule of a successful radio ad, or commercial, is to *sell*. If it can also entertain, fine; but that is strictly secondary. Its primary purpose is to sell, motivate, move to action.

Now that we understand our role in creating an effective radio ad, let's get into the sleeves-up, actual "hands-on" exercises...the "How To" section.

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### THE FIRST RULE

Get the listener's attention! You've got to "grab 'em by the ears". You can have the most wonderfully and imaginatively created commercial in the world, but if you don't get the listener's attention, you haven't got anything. Make 'em sit up and take notice. Hit hard, right from the start. It's like the farmer who whacked his mule between the eyes with a two-by-four. He had to get that mule's attention, because if he didn't, nothing else mattered. Same with your commercial. Get their attention, then make them want it.

### THE SECOND RULE

Talk directly to the prospective buyers who are in the market for the service or product you're offering. Why try to sell a Ford to a Mercedes Benz buyer? Your copy approach for a Ford would probably be very different from the approach for a Mercedes.

When you talk directly to the buyer of the product or service, you eliminate those who are



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not interested. *Everybody* is not in the market for your product or service. Just as radio's strength is selectivity, your commercial's strength is also in being selective.

However, your commercial should not be TOO limiting.

Example: An automobile dealer who began his radio ad this way: "Hey, all you hippies out there!...we've got vans at....." may have taken direct aim at his potential buyers, but he also may have limited himself too much.

### THE THIRD RULE

Talk, don't proclaim. Don't preach *at*, talk *to*. Write like you talk, not like you write. A radio ad is an enthusiastic conversation; write in a conversational manner. Use words and phrases you would use in ordinary conversation. Rather than use the phrase: "many models from which to choose", say "many models to choose from", or even "lots of". The rule of thumb: If you don't talk that way to your friends, family, or fellow workers, don't write that way in any commercial copy you create. Radio advertising is WORD OF MOUTH. The words must be ordinarily used words...not phony phrases created just for that radio ad. Make your words apply to your prospective buyers in *their* language.

Unless it's a power cliché, don't use it. Please don't ever use, "For all your \_\_\_\_\_ needs..." I don't have "automotive needs". I don't have "home

furnishing needs". People just don't think in those terms.

A word that is over-used on radio, but almost never used in conversation, is "located". When is the last time you used that word? If someone were to ask me where Sam's Plumbing Store is, I really doubt that I'd say, "Sam's Plumbing Store is conveniently located at..." I'd tell him where Sam's store IS, not where it's located.

An additional word to avoid is "unbelievable". If that's true, I don't believe it.

There are many other examples: "Stretch your budget", etc. Who thinks in those terms? Remember...IF YOU DON'T TALK THAT WAY, DON'T WRITE THAT WAY.

#### THE FOURTH RULE

When a listener hears a radio ad, he/she is thinking, "What's in it for me?", or even, "Who cares?"

Unless a message has a specific benefit for the reader or listener, it means nothing. Write with the listener's benefit in mind. Even if it's a cliché starting with: "Here's an offer for you that's absolutely FREE", the word "free" is ear-catching. If your next sentence creates interest, the commercial is on its way to success. But if there is no benefit to the listener in the radio ad, it simply cannot be appealing. If a commercial is to be effective there must be a substantial benefit to the listener---whether it's a low price; a free

offer; a large selection; a two-for-one offer; or whatever.

### THE FIFTH RULE

Use words that move people to *action*. According to David Ogilvy, the two most powerful words are "FREE" and "NEW". Use them sparingly, and wisely. Make sure they mean what they say.

Other power words and phrases are:

How to	suddenly	now
introducing	announcing	it's here
amazing	sensational	remarkable
easy	startling	revolutionary
miracle	magic	offer
quick	wanted	challenge
advice about	compare	bargain
hurry	last chance	just arrived
important development		

There are others, and they, too, may be clichés, but if used in the right context, they *work*.

If you want to motivate, or move to action, use *active verbs*. Don't use: "Sampson's has Toro lawn mowers"; substitute the phrase: "Sampson's now features Toro lawn mowers". Make it all come ALIVE.

### THE SIXTH RULE

Use short sentences---snappy phrases. Don't make the announcer run out of breath. Long sentences are fine in newspaper or print copy. To

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make a comparison, read the opening paragraph of a news item in your local newspaper. The first paragraph could be, and usually is, one sentence. But read it aloud. Chances are you'll run out of breath well before the sentence runs out. Copy for print is *very* different from copy for radio or TV.

In fact, radio copy does not require full sentences; phrases alone will be fine in many cases. Example: "Drive the Ford Escort, pay no money down. No money down, and as low as \$116 a month! ...or the Sporty Tempo". The last two phrases are not sentences, but they are perfectly acceptable in radio copy. In fact, they are preferable to full sentences. They are people *talking*, not reading. Radio is people *talking*.

### THE SEVENTH RULE

Mention the advertiser's name early and often, but save the address until the end. People may be tuning in during the middle of the radio ad. If you mention the advertiser's name only in the beginning, that listener will never know where to save money by buying that "widget". Don't overdo it; use good judgment. Use the advertiser's name at least three times in a 30-second commercial, no fewer than four times in a :60. One of the better methods is to use the client's name frequently in a two-voice commercial. The second voice repeatedly mispronounces the advertiser's name, and is continually corrected by the first voice. But, again, you can overdo this approach, too.

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### THE EIGHTH RULE

Listen to your copy *before* it's produced. Read it aloud. Does it flow easily? Are some words hard to pronounce? Difficult phrases? To *really* hear it, get someone else to read it to you; or read it into a tape recorder and play it back. Then, if all's well, phone the client and read it to him. Only then do you submit it for production. I've known of occasions when a two-voice commercial with sound effects and special music had been produced---not without a great deal of time and effort---only to have it played for the client, who says, "It's great, but you have the wrong address." That's the information that *must* be absolutely correct *before* a radio ad is produced.

### THE NINTH RULE

Don't begin a radio ad with a question. It's too easy for the listener to answer that question and dismiss the rest of the ad. If you ask, "Why not get your carpet cleaned at...?", the answer could be, "because I don't want to", and that takes care of that ad! Do people talk back to the radio? You bet they do! So don't ask a question at the beginning of a commercial. You might get an immediate answer.

Also, don't begin a commercial with a preposition.

Example: "At Frank's Grocery today, they have...."; instead use: "Today, Frank's Grocery offers you..." Get right to the point, don't waste words, HIT HARD.

## THE TENTH RULE

Don't become too detailed in your radio copy. You are not writing a grocery list. If you mention too many things, nobody will remember *anything* from the ad. Use no more than two key points or products in a single ad, but repeat those points. If a dealer is offering 2.9% financing on a car, use that 2.9% early and often in the commercial---no fewer than three times. Ask yourself, "What is the one thing I want listeners to remember after hearing this ad?", or "If I knew that a listener would remember only one fact after hearing this commercial, what fact would I want him/her to remember?" THEN LOCK IN ON THAT FACT. Repeat it, *almost* ad nauseam.

## THE ELEVENTH RULE

Be honest in your copy. If the event is not the greatest sale in the history of your city, DON'T CALL IT THAT.

Words and phrases like "once-in-a-lifetime", "sensational", and "tremendous", are all hard hitting, but they can be overdone. If you continually overstate the case, your radio ads will soon lose all impact. Nothing is more tiring than being subjected to superlatives time after time after time. Eventually, absolutely nothing happens for the advertiser. That thought is frightening.

## THE TWELFTH RULE

Finally, in your commercial...don't forget to ASK FOR THE ORDER. In sales, many salespeople do a fine presentation, only to fail to ask the

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prospect to buy. Don't make that mistake in your commercial copy. Don't end by saying something like: "Sam's grocery has a large selection of bananas", instead say: "Hurry to Sam's Grocery. You'll pick from the biggest bunch of bananas you ever saw". Tell 'em to *hurry*. Tell 'em to *buy*. ASK FOR THE ORDER. We don't write radio commercials to win an Addy Award. We write them to *make something happen* for the advertiser!

It frequently happens that a good conversational commercial is heard, listened-to, and acted upon. Sometimes the honest, shoulder-to-shoulder approach can work wonders. Try it in your creative mix.

Radio ads should create visual images...appeal to the listener's imagination. Create the images of color, taste, texture, scent. Buying, you see, is an *emotional* process; so appeal to the listener's emotion with words and phrases that enable him/her to VISUALIZE.

To summarize:

- \_\_\_\_\_ The primary function of a radio commercial is to motivate to action...to SELL. If it can *also* entertain, fine. But sell *first*. If it can be funny and move the product, okay; but if it doesn't create the traffic, it ain't funny!
- \_\_\_\_\_ Be sure you get ATTENTION. Your opening should be aimed at "grabbing 'em by the ears". If you don't, nothing else matters.
- \_\_\_\_\_ Be sure you talk to ONE PERSON. Assume he/she is going to buy. Talk directly to that

single buyer in his/her language. Trying to be flowery in a commercial is the kiss of death.

- \_\_\_ Talk to the buyer in short, snappy phrases or sentences.
- \_\_\_ Write the way you talk.
- \_\_\_ There must be a substantial benefit for the listener in order for the commercial to be effective.
- \_\_\_ Use power words, words that make your commercial "come alive".
- \_\_\_ Complete sentences are not necessary; snappy phrases are acceptable. Radio copy is very different from copy for print.
- \_\_\_ Mention the advertiser's name early and often; save the address for the end of the ad.
- \_\_\_ Be sure your copy is correct before it is produced. Read it aloud. Is it easy to understand?
- \_\_\_ Don't begin an ad with a question. The listener may give the wrong answer.
- \_\_\_ Use no more than two key points. What do you want the listener to remember? Don't be too detailed.
- \_\_\_ Don't overstate the case. Be honest.



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In my experience, a commercial almost writes itself once you create the opening, attention-getting line. For a while I felt guilty about writing commercials with so much ease; it seemed I should sweat a lot more than I was in writing a selling commercial. Then I read a newspaper column by Sydney J. Harris in which he made the point that a book virtually writes itself once you know where you want to start, what you want to cover, and where you want to end. The commercials that I did sweat over, when nothing came easily, seemed to be among my least successful. But once you have established that effective opening, one thought logically flows into the next in order to have it be a total, cohesive message.

You're reading this book in lower case type. You read the newspaper in lower case type. Almost everything you read is in lower case type. Then, *why* do most copy writers type in CAPS???????

I have been an announcer, and I will say this without hesitation: **READING IN CAPS IS FAR MORE DIFFICULT THAN READING IN LOWER CASE!** Why? Because we are accustomed to reading in lower case.

If you want to stress a certain word or phrase, you merely **CAPITALIZE** that word or phrase. You don't have to go back and underline...a time-taking and unnecessary activity.

Please, when writing copy, use lower case. It is far more professional.

Most announcers become unglued when a spelling or punctuation mistake shows up in the copy. What

normally happens is the old bugaboo called "over-compensation". Example: When you leave a plural ending off one word, you compensate by adding it to the next word, thus making two wrongs, which still do not make a right.

I recall, still with a bit of crimson in my cheeks, the time I read a live commercial for "The Chicago Furniture Mart". I transposed the first letters of the last two words in the firm's name. I can't recall what made me lose concentration, but lose it I did. I like to think it was a misspelled word in the copy.

A mistake in the copy ruins the announcer's concentration; it usually causes another mistake somewhere down the copy page. Overcompensation.

When you are creating a piece of copy (in lower case), be as careful typing it as you want the announcer to be in producing it.

If you don't want him or her to be sloppy, don't *you* be sloppy. Just as success begets success, accuracy and neatness beget accuracy and neatness. If you want your creative copy to be interpreted correctly, submit it in plenty of time. Give the production staff a chance. Don't submit copy at the last minute and expect anyone to take time to do it properly. If you don't take the time, why should they?

Radio stations' copy paper is usually calibrated by seconds, in time. *YOU DO NOT HAVE TO GO ALL THE WAY TO THE :30 MARK FOR A 30-SECOND COMMERCIAL---* particularly if you are adding music, sound effects, etc. Give the production

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person a chance to be interpretive and to use the music that fits the commercial's mood. To do that, HE NEEDS TIME. Give it to him.

I remember one person at a station I worked for who, to get in all the ideas he felt were necessary, *single-spaced* the final three or four lines of copy. All the announcer could do was talk-as-fast-as-possible, get it all included, no interpretation, no professionalism...just talk *fast*. Don't do your client that disservice. Write copy that SELLS!!

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### FINAL THOUGHTS

You may think I am pressing too hard on this one subject, but all of our selling efforts, all of our time and talent, will be wasted if the final product, the radio ad, is ineffective for the client. It has been my experience that many super sales-people may limit their personal success by being unable to create interesting and accomplished radio copy.

While you may notice some of these thoughts have been stated before in other chapters, please consider all these directions as being of prime importance for your continued success.

Where do we get the information that must go into the copy? From the client! How to get that information? PROBING QUESTIONS. Ask *everything*

about his business, his problems, his objectives, his positioning in the community.

Especially revealing is the answer to this question:

"Why should customers come to buy from you rather than one of your many competitors?"

That's when the information flows. I remember asking a used car dealer that question. He got up from behind his desk and paced the floor while he gave me many, many reasons. I took copious notes. From those notes I created a commercial, using many of his own words and phrases, put into a selling context, of course. *HOW COULD HE NOT LIKE THE COMMERCIAL?* It was created using many of his own words, ideas, thoughts!

I had taken his thoughts and put them in proper order; I had prioritized them. I determined the most important, and built the ad around them. *He loved it!* I have used that process countless times. Just as a patient diagnoses himself, an advertiser virtually writes his own commercial. Like a doctor, you take the information and fit it into your own ability to create.

How do you create? Where do you start? Let me answer those questions with another question: How many ideas do you get in a day? If you are "commercial conscious", the idea count is unlimited. Just as a lawyer looks at most situations from a legal standpoint, a firefighter from a safety standpoint, you, as a creative person, look at situations from a selling standpoint. While a client is telling you about his advertising aims, your mind will be

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choosing among different approaches his advertising can take. I've never left an advertiser without a number of creative ideas swirling around in my brain. In many cases, I've ad-libbed a 30-second commercial for him, just to determine if that's the direction, or one of the directions, he'd like his advertising to follow. Many times a situation cries out for a particular approach. When you have the beginning...the middle and the end just naturally take care of themselves.

Think "*motivate*" ...think "*creative*" ...think "*sell*". If your mind continually thinks along those lines, whether you're reading, listening to the radio, watching TV, or whatever, you'll be bombarded with good advertising ideas that SELL.

Just let your imagination go! You'll have fun with it---I promise.



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**C H A P T E R      6**

**FOLLOW UP**  
The Accent is on "Service"

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## FOLLOW UP

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Surveys repeatedly reveal how important service is to the automobile-buying public. The word "service" is much maligned. It has come to mean many things to many people.

Basically, "service" and "follow up" are almost synonymous. Every new car dealer has a service department. I wouldn't think of buying a new car from a dealer without one, would you? Even though they're getting better, automobiles frequently develop problems; and they need service. When problems do occur, you usually take your car to the dealer where you bought it. The same is true with nearly every major purchase.

Advertising is a major investment. Ad dollars are important dollars. They are not usually squandered. They are not usually invested in anyone who does not follow up in an almost obsessive manner to ascertain whether the advertiser's efforts had a positive result, or if a change in direction was needed.

Follow up, or service, is yet another way to establish that all-important trust relationship between salesperson and client.

Whatever is good for the client is good for you and your station. We are there to serve. If we're not willing to do that, who needs us? We're in business for our advertisers' convenience and success. Our entire aim is to help our clients reach their objectives; anything else is frivolous, unnecessary, and possibly harmful.

Let me clarify one point: when I say that "whatever is good for the advertiser is good for you", I strongly advise that you be the one to determine what may be *good*. You are the advertising professional. If you determine that an advertiser wants to take an approach that is not in his best interest, it is your duty to apply your professional knowledge and point out the pitfalls, to persuade him to alter his plans.

#### Case in point:

Some time ago an automobile dealer broadcast a series of radio commercials featuring the Lone Ranger and Tonto. We felt it was a good, effective ad. Shortly after airing the ad, we received a phone call from the Bureau of Indian Affairs. They threatened to picket us if we continued to air that commercial. They felt it put down the Indian race, which we certainly did not intend. They also phoned the dealer, threatening the same thing to his dealership. Obviously, it wouldn't be in the dealer's best interest to continue broad-

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casting that commercial; so we pulled it, even though both we and the dealer felt the ad did not show any disrespect to Indians. But, we're here to help, not hurt our advertisers. At that point, continuing the ad would have hurt him.

I have always rigidly believed that our number one priority is to serve our clients, whatever it takes, and to continue to serve, again and again. It's the only way.

I recall an event early in my career when I sold a campaign to a ten-store shopping center. The campaign included the use of a mechanical robot. "He moves, he lights up, he speaks." In its time it was unique. The idea was for the robot to repeat a new message each day, and then have him moved to the adjacent store each night. We advertised it heavily, had special offers from each of the stores, and continued with a ten-day campaign. Everything was all set. The first day of the promotion, I wanted to make sure everything went smoothly. We had arranged to have the store personnel move the robot each night. However, the first evening I went to the store where the robot had appeared. Sure enough, nobody had told anyone to move the robot to the next place of business. So I moved the robot myself and inserted the new taped message into it. I did that every night during the event. I was so intent on making the event a winner that it didn't occur to me to resent the extra effort. "Whatever it takes..." In fact, one afternoon I even went to the extent of alerting a store manager that the robot wasn't operating in his store. It seems a checkout person with a headache had pulled the plug: "Didn't want to hear

*that thing* all day long". I was horrified! The shopping center was paying good money to have the unique robot draw potential customers, and the campaign was being subverted by an employee who had nothing to do with the money spent on the promotion.

Another case:

A TV dealer who sponsored a morning series of newscasts was available for a change in copy and co-op only on Thursday nights at nine o'clock. Obviously, it wasn't a convenient time for our rep to make a call, but he did it; never complained or griped. It had to be done, so he did it. Why? For the good of the client...that's the final measure.

Yet another:

A TV dealer taped his own commercials, but could not tape except on Wednesday nights after his store closed. It could be 9 P.M. or later, depending on business that day. Our rep took the tape recorder to the dealer Wednesday nights at 9 P.M. and got the job done. Again, it was for the good, or convenience, of the client.

This is not to say that *everything* the client demands is fair game, to be fulfilled by the rep. Don't ever put yourself in the position of asking, "How high?" when the client says, "Jump". You have needs and rights that must be respected, too.

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These needs and rights include waiting an excessive amount of time for a scheduled appointment. If it appears that more than fifteen minutes will elapse before your client can see you, *leave*. Don't waste that time. Make calls on other clients, telling the receptionist that you will call back after your next appointment to determine his availability. Think about it...if you sit there thumbing through magazines or making small talk with the receptionist, you are saying loud and clear that you have nothing else to do. You're not busy. You're totally dependent on that client's business; and that simply is not true. That's why, when you plan each day, you *do* have other clients to call on in that area. So you take your leave, call on another client, and phone the original client afterwards. If you have gained his respect, he will apologize for missing your appointment and invite you back. The key to the previous sentence: **IF YOU HAVE GAINED HIS RESPECT**. A client wants to do business with somebody who is successful; that means somebody who is busy, who is in the field to help as many clients and prospective clients as possible. So he can respect a salesperson who simply doesn't have a morning to waste in his outer office. Occasionally you may receive a negative response for having left; don't worry about it. Leave, with apologies, and phone back. If it's a legitimate client, he will reschedule that appointment as soon as possible.

Another extremely important way you serve is to create fresh advertising ideas for your clients. Where do you get ideas? Almost anywhere. You've got to be tuned in. You've got to read the papers, magazines, and trade journals; read the economic news (that almost always has an impact on your

client's business). Remember, basically, the *only* thing you have to sell is ideas.

If an article in the business section of the newspaper concerns a survey taken of women car buyers, make notes and talk to your auto dealer client about the survey. Perhaps he can conduct an event like "Ladies' Night".

If you read about a trend toward boutiques as opposed to department stores, devise some strategy to take advantage of it, whether your client is a boutique owner or a department store manager.

Hot weather in the forecast? Alert your air conditioner dealers, and have a commercial ready to go, based on information previously given you by the dealer. Winter weather? Go with snow blowers, boots, tires, etc.

Be aware of opportunities. They exist everywhere; we must create our own opportunities by creating opportunities for our clients.

An important way to serve your clients, which is often overlooked, is to alert them to co-op dollars that are available. Literally millions of co-op dollars go unspent each year because retailers don't know they exist. You have information on co-op possibilities at your radio station. Check your client's place of business; write down the brand names he carries. Check it against your co-op source book. Contact the home office yourself and learn how much co-op your client has available. Then you can offer to do all the paperwork for him on his upcoming schedule. Make things as convenient and easy as possible for your client

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to do business with you. He doesn't need any extra work or new problems. Make things clear and easy.

Many clients who have always used newspaper advertising are quite proficient at laying out a good newspaper ad, but haven't the foggiest as to how to write a radio ad. Do it for them. That's where your so-called spec spot comes into play. It's so much easier for the client to say "yes" to a radio ad that already exists, than to agree to something unknown or unfamiliar. As you know, that spec spot (or demo ad) is based on information and feelings given you previously by the client. Make it easy for your client to say "yes".

We have talked about *when* to make a sale. Now may I suggest the *how*? We have been exposed to many sophisticated techniques in the field of radio advertising sales. The written presentations, the in-store surveys, the probing questions, and many more are excellent methods. But I have found that the way to give you the greatest odds in persuading your client to invest is by using a demo ad and schedule. They can be created only after you have spoken at length with a prospect and elicited information on how he'd like his business or service to be positioned in the community. You can even use some of his exact phraseology in the commercial.

As noted earlier, you must be almost obsessive in your desire to help your clients. You must want them to succeed almost more than *they* want to succeed. If that desire, that feeling, is genuine, your road to success is uncluttered. If you're not genuinely interested in helping your client, he will clearly sense your insincerity. It is quite impos-

sible to "fake it with sincerity". An insincere salesman is like an insincere friend. Appearing to be interested in another person by asking question after question, "getting him to talk about himself (everyone loves it...he'll fall hook, line, and sinker)", but not really caring about the answers, is one of the most insincere and plastic actions a salesman, or friend, can do. Perceptive people can see right through insincerity. Not only do you not want people who are insincere to be your so-called friends, you certainly do not want to do business with them. So, if you don't really want to help, if you don't really believe that your client is the most important person in the world at the time you work with him, drop the whole idea of making a living in sales. You'll never be truly successful.

Following up, determining the results of an advertising promotion you have sold, is an absolute must in the field of radio sales. Failing to follow up is an infallible way to show insincerity. If you don't care, if you're in the profession only to make money, you do not follow up. You put someone on the air, then go on to put someone else on the air ...and someone else...and so on. That's not only selfish, it's short-sighted. Without *repeat* business, you cannot win.

Not many years ago one of our reps was telling me that a client of his had bought an advertising schedule from a competing radio station, primarily because a former big-name local **air** personality from that station was now on their sales staff. Apparently, it was a minor thrill for the client to do business with someone he had listened to on the radio while he was growing up. It happens. People buy for a number of reasons, and not all of them



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make sense. Well, here was a golden opportunity for that former d.j. to cultivate a regular advertiser, to show him the attention he deserves, to follow up to determine the success of the schedule and to create another advertising idea. What happened? That rep never called back! Apparently he was content with a one-time-only sale. Was that salesman successful? Not at all. That advertising purchase was the first and only time that client advertised on that station. Our own rep went back to find out how the offer worked for the client; their rep didn't. Guess who got all the future business?

A similar situation occurred to my wife and me a few years ago when we visited an automobile showroom. It was a Thursday night, and we went looking at cars. We walked into this particular dealer's showroom (he was advertising with my station at the time), we opened doors of cars on the showroom floor, checked the sticker prices, even sat in some of the cars. Not one of the five salespeople came over to talk to us! I didn't want to get the salespeople in hot water, but I *did* phone the dealer the next day to let him know what had happened. I told him that I'd want to know if my salespeople were neglecting their clients, and I felt that he would want to know if his salespeople were neglecting theirs. He thanked me and said he'd do something about it. The reason I felt so strongly about what happened was because here was one of my station's advertisers, spending good money to bring people into his showroom, only to have his salespeople ignore the prospects. In that case, the advertising could be construed as being ineffective, and we would lose future sales. It would have hurt both the advertiser and my station

if I had not alerted him to his salespeople's behavior. Again, I want to see him succeed almost more than he wants it; so I'll do something about it.

Some time ago I had created a series of commercials to advertise a campaign coming up soon for an auto dealer, and I asked if I could address his sales meeting to acquaint his staff with the promotion. He readily agreed; so I played the commercials for the salespeople, explained the details of the promotion, and tried to get the staff fired up about the upcoming event. I really put myself into it. I tried to transfer my enthusiasm to them, and then have them transfer their enthusiasm to their customers. Let's face it...*enthusiasm sells!* No matter how good an idea you create for your client, if his sales staff is not enthusiastic about it, *it won't work*. So, go ahead and offer to get his sales staff turned on to the idea. Cover all the bases. Will your client respect you and buy from you in the future? As Groucho Marx said, "YOU BET YOUR LIFE".

Millions of advertising dollars can be spent, only to have them negated at the last 20 feet...the distance between a prospect and a sales person. Don't let that 20 feet kill the miles and miles of an advertising promotion. Get those sales people fired-up, and you can almost insure your clients' advertising success.

Another way you can serve your client is to offer to run interference for him by contacting other clients to work with him in his promotion. Call the specialty advertising firm and get prices on balloons; call a local printing firm to get prices

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on signs; get in touch with a meat market to arrange to have hot dogs donated in exchange for mentioning the market's name in your client's ads.

More ideas: A strip Mall was being hurt by competition from a newly-built discount store nearby. How could they combat the lower prices from the discount store? By offering added value. Together, the ad manager of the Mall and I created the idea of "Santa's Helpers". "They'll help you with gift ideas, offer free gift wrapping, do anything to make sure you get the perfect gift for that special someone on your list". I contacted an advertising specialty firm and ordered buttons that said "Santa's Helper". Every clerk in every store in that Mall wore a button during the Christmas shopping season. This was something the stores in the Mall could do that a discount store could not do, or *did* not do. So we went with the Mall's strength and advertised it, heavily. I'm happy to report that the Shopping Center stores were very happy with their Christmas business that year.

Was that service above and beyond the call of duty? Not at all. This shopping center was my client, and I was willing to do anything to see the stores in the center succeed. If it meant creating an idea, contacting other media, drawing up the button design, ordering them, picking them up and delivering them to the center, and making sure all the clerks knew about the idea and were enthusiastic about it...SO WHAT? Sure it was more work than taking an order from an agency, but what a tremendous reward to create an idea, put it on the air, and have it succeed. To me, that's the ultimate...to see your client succeed. No amount of effort is too much for that reward.

As one of our station's top advertisers told my sales staff: "You can't 'clerk' and make it big in sales." You can't sit around and wait for something to happen. It's your job to *make things happen*. You do that by creating an idea, then making contact with a legitimate prospect and getting him excited about the idea. Give him plenty of reasons to buy. Go out and make it happen. It's the only way.

Our radio station has a sales manual which we give to all new salespeople. The first page deals with our business philosophy. I think it summarizes what we've been trying to say in this chapter:

Each sales applicant is told at the outset of the interview that our sales approach is totally focused on CLIENT BENEFIT. Whatever is *good* for the client is good for our station. To be totally focused on the client's needs and problems is to be completely in step with our firm's philosophy.

Our only reason for existence in the business community is to SERVE...serve our listeners, serve our advertisers. We're in business for *their* convenience, *their* profit, *their* success. If we focus on *their* success, *our* success will inevitably follow. We always focus on our client's needs. That's the only way we can possibly succeed. Client benefit first...anything else in second place.

We'll do whatever it takes to help our clients succeed; whatever ethical, moral, service-oriented means it takes. Call on Sunday? Hand-deliver correct billing and affidavit early? Call co-op sources for him? Create unique advertising ideas?

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Meet him at breakfast or late at night if necessary? **YOU BET!** We're completely willing to do that, and *more*, to become his source of advertising ideas and success. Let him rely on us completely for total service, in any area of advertising and marketing. Once we reach the coveted position of being the "idea person"...the total "service person"...we're well on our way to a true "win-win" situation. Your client wins because he knows you'll continue to work hard, long, and smart for his advertising success. You win because he'll continue to turn to you to fulfill his advertising needs and solve his problems. Once you work your way into that position, you redouble your efforts to make that match-up secure.

There are three rules for success in sales:

1. Serve your client.
2. Serve your client.
3. **SERVE YOUR CLIENT.**

If you do the things spelled out in this chapter, you *cannot* fail; you *must succeed*. While everybody knows that the only way to win is to serve to the best of your ability, only a very small percentage do it. The distance between *know* and *do* is vast. Which do you choose...

*FAILURE or SUCCESS?*



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**C H A P T E R        7**

**COLLECTIONS**  
*A Business Transaction*

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## COLLECTIONS

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It's a statement of fact: to collect money which is owed to you is strictly *business*; not emotional, not fun and games...BUSINESS!

It often happens that a new radio salesperson is tentative about having his/her client pay for advertising which has already been broadcast. They are so unsure of themselves that they are intimidated by their clients; actually afraid to ask for what is legitimately owed. Can you believe it? Talk to people in any other industry---banking, retail, public utilities---and they'll probably look at you as if you were from another planet if you tell them you really can't bring up the subject of money to your clients.

Can you imagine a lawyer being reluctant about asking for his fee after defending a client? Or a landlord when the rent check is late?

Why is advertising any different? Have you delivered the product? Of course you have. His advertising was broadcast on your radio station, as promised. It ran in the times promised. You had

produced the commercial itself to his satisfaction. Then why should the bill be paid late? If the bill is not paid on time, why are we afraid to ask for it?

It makes no difference whether you are an advertising salesman or an advertising agency, YOU SHOULD BE PAID ON TIME. To wait and hope that someday, somewhere in time, you'll be paid for your product/services makes absolutely no sense.

Let me say this: The only reason you should hesitate to ask for your money is if you did not serve your client to the best of your ability. If you quickly and sloppily slapped something on the air, didn't follow through to determine his results, didn't offer a solution to his problem, then you're right to be reluctant to collect. You didn't earn it---you don't deserve it. The money owed will work its way into the 30-day column, then 60-day, 90-day, perhaps even the 120-day column. Once it gets into the 90-day column, YOU DON'T GET PAID. Eventually the station might be able to collect it, but you will not have earned any commission for the original sale. And isn't that a shame? If you really *did* work for the client, not to get paid for your work is grossly unfair.

Think a moment. What happens when you go to an appliance store to buy a refrigerator? First you select the model that will fit your needs, agree to a delivery date, then agree on paper to pay for it; so much down, so much a month, or maybe you agree to pay the total cost upon delivery. It's the same process with a car, a suit of clothes, a plumber...AND WITH RADIO ADVERTISING.

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There's nothing complicated about the process. I buy; I pay. You buy; you pay. He/she buys; he/she pays. Simplicity itself. Nothing unusual. Nothing emotional. Strictly business; everybody happy.

Please fix that in your mind. If you view collections as anything else, it becomes a problem. This is how things are done in the world. This is how business takes place all over the globe.

Before I go any further, let me make the point that I empathize with new salespeople. They are desperate to *sell* something; get *anything* on the air, just to prove they can do it. So they don't want to muddy the waters (as they see it) by bringing up the dirty subject of (gasp!) money.

Do you want to save yourself untold time, money, and heartache later on? Then talk about money now...WHEN YOU MAKE THE SALE. Explain the whole collection process for your new client; when they will receive the bill, when payment is expected. For instance, if your station's policy is to receive payment by the 15th of the month, tell him about it, and tell him if the money is not received by that time he can expect a call from you on the morning of the 16th; not in a threatening manner, but as a matter of course. In fact, you can offer to save him the cost of postage by coming out and picking up the check yourself.

Now the client recognizes that you respect your product, service, profession. Nothing threatening, nothing emotional.

Looking ahead: What happens when an advertiser who has bought a schedule with your station doesn't pay on time? It may indicate that your client doesn't feel he's received value for his investment. You haven't serviced him or followed up properly. The way to receive your money on time is to give outstanding service. **THE BEST WAY TO BE PAID IS TO BE GOOD**; whether his advertising results were successful or not. If you've shown sincere interest in his benefit, if you've done everything you could to insure his success, you *will* be paid on time.

But what happens if your client is truly unable to pay the total amount when it is due? Go to plan B, a weekly payment plan.

If he owes \$2,000.00, set up a \$500.00 per week plan. Have him sign a firm agreement. Make it definite.

A client may say, "Don't worry. Things are tight now, but I'll get it to you next week/month". That is a *naked promise*, no substance to it. It doesn't mean anything. A goal without a deadline is not a goal at all. So, your job is to determine definitely two things: exactly *when* the payment will be made, and exactly *how much* will be paid. Definite date, definite amount. ("So you agree to give me a check for \$1217.00 next Tuesday morning at 10:30, right?") When the agreement is made, in his presence, *write it* in your notebook, pad, or daily date book. If you're talking on the phone, slow yourself down while you write the date and time; let him know that you are writing it down. It takes on a lot more meaning when it's in black-and-white. It's no longer a verbal, naked

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promise. Because it's been written it becomes a *commitment*. Now, if no check is ready on the date and time agreed upon, you have something specific to talk to him about; a broken promise, something that was definite and agreed upon.

If beyond that there is yet another reason given that he cannot pay, be empathetic, not sympathetic. Be understanding. Yes, it's unfortunate that that condition arose, but, just as he has to project and conduct his business on cash flow, so do *you*. It's no different. We need to set up that payment plan and live up to that commitment.

If the client continues to delay payment, get a post-dated check. If he says he's expecting an influx of dollars the following week, if he's truthful he won't mind giving you a post-dated check. However, be careful here, make sure you don't turn it in before the date.

Think about it...would your client's suppliers allow him to put off payments? Definitely not! No merchandise without money; and if he doesn't have merchandise, he can't make a sale. If he can't make a sale, he can't stay in business.

Do you believe that getting customers into his place of business is any less important than having merchandise to sell them? It's a two-sided coin. You must have merchandise---*and*---you must have customers, or traffic. Advertising supplies the traffic, and that's VITAL!

Follow-up is important to this exercise. If your client agrees to give you \$476.00 on the 20th

of the month, **YOU'D BETTER BE THERE ON THE 20th.** And if that check is for only part of the amount due, start the whole process over again; definite time, definite date, definite amount.

When it comes to collections, it's your attitude that makes all the difference. It seems the radio advertising bill is the bill put on the bottom of the stack. It's our job to turn that practice completely around.

Let me give you one example of the way a new salesperson at our station accomplished that: One of her clients had been on the air from time immemorial. I wasn't aware of the fact that the salesperson she replaced had told her not to bring up the subject of money to the client. "He doesn't like it." He had paid regularly, but late. At the time this confrontation took place, this client was behind in his payment by more than 60 days. When I pointed this out to the new salesperson, she said she'd get a check that week. She did, in the amount of \$400.00. Nice, but he was more than \$4000.00 behind, and the \$400.00 represented only a token get-off-my-back payment. Our sales rep said that he had told her that was all he could afford to pay that week, but he promised to be paid up before his big annual event four weeks down the road. Since it didn't appear realistic that he could take care of the balance by that time, and he wanted a large schedule for his event, I went with our rep to see him. We waited for a while before he agreed to see us. I emphasized the fact that his payment was way overdue and that before we'd put through another schedule, the previous one should be taken care of. We didn't want to burden him with too large a balance. He said, "Well, maybe I

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shouldn't order the remote broadcast." Apparently he felt that was some sort of threat to make me back down...that if I wanted his business I'd better get off that "collection kick". However, I replied, "I don't think you should have the remote. It would add too much to your balance."

To put it mildly, he was somewhat surprised. It seemed he had been accustomed to salespeople who will do just about anything to get the sale, forget about collections. We continued to talk about the situation, but at that point the control had switched hands. The end result was that he gave us a check for \$400.00 more and asked that if he got his balance down, could he at least buy a schedule the week of his annual event.

On the way back to the station, the sales rep was almost beside herself. As we reconstructed the meeting, she confessed that she could have killed me when I agreed with him that possibly he shouldn't buy the remote. Naturally, she wanted that sale (what salesperson doesn't, especially a relatively new one?); so when she saw the remote broadcast buy going out the window, she was inwardly furious. I tried to explain to her that what we did would work well for her down the road, but she had a hard time appreciating the situation at that time.

Well, it *did* work well for her in the long run. The client became punctual in his payments. In fact, he's still advertising with our station, and has paid some of his larger schedules in advance! He knows that it is not pleasant to have a large bill outstanding, to *anyone*. Now that he has come to respect the fact that we are indeed deserving of

being paid, he no longer has a large balance with us.

By the way, that relatively new sales rep went on to become the top biller at our station, up to that time; and she accomplished that in only two years. So it was a real win-win situation.

We have since added these words to our rate card: "All advertising payable in advance, unless credit arrangements made prior to broadcast". That sets the scene pretty well. It indicates that we do not discriminate. If you are a new advertiser, either payment is made in advance, or management determines credit rating. Thus we have fewer write-offs than before. It isn't perfect, (I'm not certain that there is a system which guarantees that everyone pays on time), but this is as close as we can come. Have every client either pay up-front or on time. Keep the attitude that you have a terrific product to sell...your radio station; and that you have a great service to provide...your expertise. You know that you'll work harder and smarter than anyone else to see to it that your client succeeds.

Look at everything, including collections, from your client's point of view. You are putting too large a burden on him by allowing his balance to balloon month after month. Keep him current so that he does not face the unpleasant prospect of an ever-growing debt at month's end.

The most frequent reason for a cancellation is an advertising bill that appears too high. While a month's bill doesn't seem to be out of line, a two or three month bill can appear to be astronomical



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to a client. Suddenly he says that he's spending way too much on his radio advertising, so he wants to cancel *now*.

When your sales manager notes the large balance he will probably suggest you take the client off the air. That's a negative, too. Either way, no matter how you slice it, it's a cancellation. That's never good.

Do yourself a favor, don't wait until the last week of the month to do all your current collecting. It's an ongoing process. Devoting the final week of the month to collections will cost you in lost sales momentum. Don't let it happen. Blend collections with sales on a consistent basis and you'll maintain forward progress.

Collection is an attitude...a mindset. You're good, your station is good. **YOU DESERVE TO BE PAID.**

**Remember: *A SALE IS NOT A SALE UNTIL THE PRODUCT HAS BEEN PAID FOR.***



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**C H A P T E R    8**  
**T I M E / S E L F   M A N A G E M E N T**

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## TIME/SELF MANAGEMENT

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This is probably the most difficult chapter for me to write. Time management is so critical that a successful salesperson simply cannot be exceptional without it. It's something that I've struggled with all my professional life, and continue to do so. It's a task that's never finished, but it's a task that must be done. If you can't do it, you can't win. It's that simple.

Over the years, I've had some very good and talented salespeople at our station. The ones who didn't make it, despite being extremely gifted, didn't make it primarily because of failure to manage their time, discipline themselves. There were other reasons, of course, for failures, but the most common was lack of self-control in time management. We can have all the enthusiasm in the world, but if it's not directed, it's energy wasted. Don't ever confuse motion with activity. Simply doing things for the sake of doing things can be completely negative. Motion without direction is almost useless. Plan. Manage. Control.

By the way, I use self-control, time management, and self-discipline interchangeably. They all mean the same thing. If you can't control your time, you won't control your future.

This was a self-taught lesson, learned many years ago, by accident. The station I worked for was situated downtown. All of us salespeople would drive to the station, make some phone calls, or whatever, then go downstairs to a coffee shop; the first call usually wasn't made until 10:30 or 11:00 o'clock. Things were fairly successful. Then the station's offices were moved to the edge of the city, about as far from my house as you could get. I kept up the routine of driving to the station first thing in the morning, until one time I was forced to call on a client one morning after having missed him late the previous afternoon. I made that call on my way to the station. It was successful. I felt good about it; so I made another call nearby, and another. Suddenly it was close to noon, and I had made six or seven calls, with three sales under my belt. The sleeping genius inside me awoke briefly to make this point: *Perhaps if I were to plan my days ahead of time, rather than the same morning, things might go better for me.* That's what I did, and my sales took a quantum leap forward. I found not only was I a bit sharper and more alert in the early morning, but my clients seemed to be, too. I was able to ask more intelligent questions. We seemed to be able to discuss situations more clearly, and come up with possible solutions. I've since come to know the reason for this: A mind uncluttered by the frustrations and pain of the day is a mind that can create solutions and accept ideas more readily.

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There was another *plus* with pre-planning my day; I felt much more confident. I knew whom I had to see, what I planned to accomplish, and how I wanted to accomplish it. So I felt better, certain that something good was going to come out of my meetings. Now I've come to know that if a person *feels* that something good is going to happen, something good *will* happen. It's almost inevitable.

I learned that trying to remember everything I wanted to do the following day was too much for my apparently fragile memory. It seemed I always forgot something---to write a script, make an appointment, check back with a client on co-op, etc. These were necessary things to do, but they sometimes came so fast and furious that something was overlooked. So I finally decided to stop trusting things to memory. Instead, I began to write a list of things to do for each day. What a miraculous discovery! Write it down. Then you have it frozen in time, like a snapshot. Write even the most minute information. Don't clutter your mind with detail. You have enough important things to remember. Don't try to remember---or sweat---the small things; what time, how many, etc. Write down those facts. Then concentrate your mind power on the important things, like how best to serve your advertisers. Remember this: "The palest ink is far better than the best memory." Better yet, instead of remembering that, WRITE IT DOWN!

The one single factor that helps me manage my time is an inexpensive, easily-obtained spiral notebook. At the time I found the need for it, not many "organizers" were on the market. So I used the front of the notebook to write in my calls for

the week, and my copy notes and client information in the back. That was over twenty years ago, and even though many fine firms publish daily, weekly, monthly and yearly organizers, I still use a spiral notebook. I use a pocket organizer for keeping track of my appointments, but it's my notebook, with its large pages, that I live by. I find that I can locate last year, same week, and note whom I called on at that time. Many times it jars my memory on a seasonal client, and I can check the back of the book for copy and client information.

I remember calling on a used car dealer some time back, and together we were trying to create a fresh approach for an upcoming schedule. He asked me what approach we had taken the last time he advertised. I turned to the back of my spiral notebook and found my copy notes. From that we built our next set of commercials. For me that simple spiral notebook is like a mobile office. I carry it in my briefcase at all times; it's invaluable. Without it, I'd be lost. Many times I tell my clients that all my ad libs are in there. I couldn't sell them any advertising without it.

Over the years I have told most of my salespeople how valuable I believe the spiral notebook is. Very few have taken me up on it. Too many leather-bound sophisticated organizers on the market today to settle for a cheap spiral notebook, I guess. That's okay. As I said in this book's introduction, you can disagree; if something else works best for you, go for it. The important thing: *have a system*, no matter what it is. If it helps you use your time effectively, it's a good system.



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Organizing your time is possibly the most important skill you can develop in your sales profession. If you're enthusiastic, believe in yourself and your product or service, have good judgment, are articulate and intelligent, and are motivated to succeed, you'll make it in sales ...providing you also organize, have self discipline, and control your time. If you possess those attributes, but can't seem to manage time, begin immediately to devote virtually all of your learning efforts to time management. For every minute you spend planning, you'll get two extra minutes back that you can devote to *selling*; and that's the ultimate goal...face-to-face selling. The more time you spend eye-to-eye, the more successful you'll be. It's a simple equation: the more you see, the more you sell.

How do you maximize your selling time?---by setting *goals*; daily goals, weekly goals, monthly goals, yearly goals. Decide what is most important, prioritize. First things first. These, then, will be your *must-do* activities; the A activities. Then list the B activities, then C, and so forth. Be sure to concentrate your efforts on your most important goals and avoid irrelevant activities. When you set goals you develop positive direction. Without direction you're lost. Direct yourself, your life, your success. Remember, nothing will happen unless you give it your permission; you call the shots. If nothing happens, it means that you actually planned for nothing to happen. You planned nothing, nothing happened...again, simple.

Continually review your priorities. Circumstances change. Small clients become large, big clients go out of business. Stay loose. When

things change, change with them. Don't ever lock yourself into a static state of status quo.

Setting goals takes on a life of its own. The ideal way to move forward is to set a long-term goal, then set short-term goals to reach the long-term goal. Give yourself confidence by realizing those short-term goals, whether they're difficult or easy. A goal may be simply to see one particular client, or prospect, to gather information. That's not the hardest thing in the world to do, but if it's a goal, and you attain it, you have taken a step toward your long-term goal, and you can feel justifiably good about it.

I remember some years ago when I desperately needed a new car. Six children to feed, clothe, and educate meant that discretionary money was not easy to come by. I bought a car, determined the monthly payments, then computed what our station would need in extra billing to give me that extra income to make those monthly payments. In short, I wanted the car for free!...(at least that's how I rationalized it). I was so highly motivated that the very month I received delivery on the car, our billing went up by approximately that amount. We never went below that extra dollar figure, and most months exceeded it. So, in my mind, I was able to feel that I owned a new car and it didn't cost me a cent.

I can't honestly say that I planned and wrote down exactly *how* we were to get that extra billing, but we got it! I'm sure that I was so highly motivated that I subconsciously encouraged both myself and my salespeople to make more calls and serve more clients.

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That's desire! When you want something badly enough, you'll plan and work to get it. Desire is the trigger that starts everything.

One of the greatest enemies in time management is procrastination. Even though you have a particularly unpleasant task to do, develop a "do-it-now" philosophy. If you can handle that unpleasant task first, the rest of the day seems pleasant by comparison. Force yourself to meet unpleasantness head-on; do it *now*, don't put it off. I read ~~some~~ time ago that "procrastination is suicide on the installment plan". Keep putting things off and soon you won't even know where to start. Why hurt yourself this way? It's like putting off paying a bill; if you pay it and get it out of the way, you don't have to think about it or worry about it. You can get on with what you have to do.

One of our salespeople, after a sales meeting addressing this subject, made up his mind to call on a particularly unpleasant client. This client had been rude, short with him, and downright unfriendly. Anybody would rather call on pleasant people than their opposites. But our rep made up his mind not to put it off any longer and called on him first thing after that sales meeting---and he made a sale! Seems that the client had co-op money to spend before the end of that month, and spent it with our station. That's not the greatest reason to buy advertising, I agree, but if it hadn't been for our rep calling on him that day, two things would have happened, both of them bad. Either the co-op dollars would have gone unspent, or they would have been spent with a competitor. We learned a dramatic lesson from that experience.

Members of my sales staff have accused me of nagging on the subject of "doing things once...and *only* once". If you have a task to do, *complete it* before going on to the next task. Don't let things hang from one day to the next. It's awfully hard to pick up where you left off the day before. Once your mind gets out of the mode, it takes a lot of time and effort to get it back in. So even if you have schedules to submit that do not begin for a month or so, submit them *now*. Don't carry that task over to the next day. Complete the task, then put it out of your mind. If there is script to create for that particular schedule, write down the call in the proper week or day in your notebook, two or three weeks from now, and be done with it for today. Then when you come to that week in your notebook, you'll know that copy must be created at that time.

Another time saver: When you submit an order, or write a piece of copy, get it right the *first* time. I consider it a big waste of time to make a mistake on the schedule or copy. You'll have to do it over again when someone in another department cannot understand it, or you make a mistake in dates, days, number of commercials, or spelling of the client's name, address, etc. Now someone in another department of the station has to find you, ask you what you meant. Then you must re-do the order or script. Your valuable time, which should be spent making person-to-person calls, is being taken by insignificant, trivial, time-consuming activity. Don't let it happen! Make sure the number of commercials, the dollar amount, the address, the business hours, etc. are correct. Again, get it done and over with. Don't come back

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to a task that has been completed. It fraction-  
alizes your mind; takes your eye off the ball. Your  
time should be spent creating advertising ideas for  
your clients and making presentations, not in  
correcting things you've already done. Time lost;  
money lost.

I learned this lesson many years ago. After a  
particularly satisfying day I returned to the office  
at about 5 P.M. with seven contracts to submit for  
broadcast. While I hadn't stopped to think about  
the number of sales I had made that day (I just  
continued calling on client after client), I was  
forced to think about it then. It was almost  
overwhelming! I had to type out the broadcast  
schedule, write the script for five of the seven,  
and submit production orders with script attached.  
*Seven!* Rather than be defeated by the herculean  
task, I divided and conquered. I forced myself to  
handle one contract at a time. I typed the sched-  
ule, wrote the script, made out the production  
order for ONE CLIENT AT A TIME. I made sure I  
didn't begin a contract until after I had completely  
finished the previous one. I then realized that if I  
concentrated on one script at a time, I could give  
it a lot more creativity. I blocked everything else  
out of my mind while I worked on that particular  
contract. It worked! I was able to finish by 7 P.M.  
Everything complete, put to bed, ready for broad-  
cast. Needless to say, I felt good about that  
day...not only because of the seven sales I had  
made, but also for the fact that everything was  
done. Therefore, the next day I didn't have to pick  
up where I had left off. The following morning I  
could begin my new sales calls with only those  
clients' benefits in mind. I didn't have yesterday's  
wins and losses to break concentration on today's

activities. Sure, I could have stopped at 6 P.M. and finished up the next day, but that would have meant starting Wednesday with Tuesday's tasks. I have programmed myself that way so that now I have almost no choice; it has become a habit. Complete today's job TODAY!

A side comment: Reflecting on my success that day, I felt very good about the fact that all seven of those sales were in different retail fields: a theater, TV sales store, used car dealership, shopping center, department store, office supply store, restaurant, and an insurance firm. That meant that I had to know quite a bit about each different field, whereas each decision-maker I had sold had to be concerned and knowledgeable only about his own field. I felt good about the fact that my sales profession helped make me a fairly well-rounded individual in the retail sales area.

Now I hadn't planned to work so smart. It just happened. I was determined not to be overwhelmed, so I prevented that by taking one step, one client at a time. It worked so well, both for that day and the next, that I incorporated that goal into my work habits. To this day, unless circumstances absolutely demand it, I will remain at my desk until all of that day's tasks are completed.

Time management and personal organization are habits. Habits are attitudes. They can be changed, but they must be recognized and continuously worked on. The only way to change a habit is to create another habit. Substitute a good habit for a bad habit. How do you do that? With affirmations...talking to yourself. "I am an organized person. I control my time and future."

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Create your own affirmation. Make it positive; make it personal. And say it, aloud, over and over. That's how to change attitudes.

The best way to insure that you're bad at math is to repeat to yourself, "I'm bad at math." You then become bad at math. It's a self-fulfilling prophecy. Likewise when you want to be more organized, tell yourself you are organized, act as if you are organized, and you actually *become* organized.

I have more than twenty-five years of experience trying to practice self-discipline and time control. Now I feel that I can get about as much done in half a day as I formerly got done in two days. Why? Because now I can cut out most of the fat and get right down to the bone. Eliminate all the wheel-spinning and do only what has to be done. Decide what is important. Set your goals daily. Then concentrate your efforts on achieving those goals, and avoid anything that does not bring you nearer to those goals. Setting goals develops positive direction. When you list your activities and goals, check them off after they're accomplished. It's a great feeling. Now you see yourself moving in the direction *you* have set.

I am constantly trying to teach my sales staff the lessons I have learned. If time is money, then the saving of time is the saving of money, or the *making* of money. That's part of our game plan, isn't it?

A few years ago, a particularly bright and enthusiastic salesperson asked me if she could take her typewriter home for the weekend, to type her

proposals. I okayed it, and when I asked her on Monday how it went, she replied that she had written twenty-two different proposals. Twenty-two!

This is not a profession that requires writing twenty-two proposals over a weekend...at home! Something must be wrong with that person's time management. So I worked with her on a daily basis. I met with her each morning regarding which clients she planned to call on that day and what she was trying to accomplish on each call. We met again in the late afternoon to review the day; to determine what was attempted, what was said, and what was done. This worked extremely well and eventually helped her to become one of our most productive salespeople. But I feel certain that if I had overlooked the time she spent working that weekend, she would have suffered burnout in a very short time.

If you are managing your time properly, you don't have to work through the weekend. While some managers would have been happy to know that one member of their sales team was willing to put in all that extra time for his/her job, it would be a tremendous mistake to allow it to happen on a regular basis. No job is worth *all* of your time.

That brings me to thoughts on family time. You'll have more quality time with your family by controlling your time. You'll do away with that *hassled* feeling. I've had salespeople say, "Let's get on with this sales meeting. I have work to do". Talk about missing a point! We're conducting an educational meeting to help make them more productive, and they're thinking about some details



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they have to attend to that day. Missing the long-term benefits for a short-term activity! I admit that it is a temptation to feel that way sometimes, but you should seldom be in that *hurry-up* stage if you're managing your time properly. So, if you finish all your tasks for the day, you can go home and spend quality time with your family and forget about what you didn't get done...the unfinished tasks that you have to reinstitute the next morning. Thinking about it can ruin your evening with the family, time you won't get back. Don't let it happen. Enjoy your work *and* your family by managing your time and thus having more energy.

Don't forget to set aside personal time during the day to recharge your batteries. It is said that if you're in sales, you should never have lunch alone...always have a client or prospect with you. That may not work well for everyone. Many times I use my lunch time reading magazines or journals pertaining to my profession. I choose a small, quiet restaurant and have lunch alone while I read. It's relaxing and also educating. I feel recharged when I return to the office.

Taking control of your time, and thus your life, means a change in attitude. As a matter of fact, nothing meaningful will ever change without a change of attitude. You simply cannot cling to your habitual ways of regarding time. You must change your thoughts, and thus your attitude.

Pity the homemaker who looks at a messy, disorganized, litter-strewn house; she doesn't know where to start, so she doesn't. No start, no finish, nothing accomplished. Divide and conquer; know what your ultimate goal is. First things

first. (The housewife can't vacuum until things are picked up.) Then start! Concentrate on only one task at a time. (Pick up in the kitchen.) Complete that task totally, then move on to the next one. (Now pick up the litter in the living room). I won't insult your intelligence by spelling it out step-by-step, but you get the idea.

You'll find that each minor goal you attain will be a win for you, you'll feel better about yourself, and you'll have renewed enthusiasm for the next task, or goal. Before you know it, your ultimate goal will have been achieved. When you mow your lawn, concentrate on one strip at a time. Don't look at the entire lawn and decide the job is too much; you'll *never* be done, because you won't want to begin. If you look in any direction, it's okay to look back, with this in mind: Appreciating and enjoying how good that portion of the trimmed lawn is. A short-term goal attained. Feel good about it, then go on to the next strip.

There's a popular song entitled, "One Day at a Time". You can't succeed any better than that. You can't look for instant success. It happens one day at a time. When does your success happen? When you take that *first step* toward your goal. Go ahead. Feel good about yourself. You've attained one short-term goal...you deserve to feel good about it. In time control, take the opportunity to congratulate yourself on your accomplishments toward your ultimate goal. At the end of the day, in the evening, give yourself a much-deserved pat on the back. Concentrate on the wins, and there will be more of them.

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If you begin to exercise control of your time, even so small a step as writing a daily checklist, you're on your way to success. With each following step you're getting inexorably closer to the large goal, the success you so desperately desire.

Learn to say "no" to interruptions, to requests which are not related to your goals. Keep your daily activities aimed constantly toward your goals. If you don't, you'll be achieving someone else's goals, not your own. Your time is valuable.

Control your time...control your future. Read every book, listen to every tape, attend any seminar which has as its aim "Time Management - Organizing your Time". The more you can learn and put into practice, the more certain your success will be.

Nothing is more important.



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**C H A P T E R    9**  
**THE FUN FACTOR**

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## THE FUN FACTOR

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Dollars spent for radio advertising are important dollars, invested for a definite return. Your creative input is vital regarding the copy approach and the scheduling. You should use every iota of your expertise to insure that your client's advertising will have the greatest possible chance of success; that truly is a serious situation.

But for heaven's sake, have fun when you're selling radio advertising. We are not nuclear scientists. We are creative types. We brainstorm. We bounce ideas off one another. That's not the description of a morose, brow-furrowed, chin-rubbing, lobe-pulling introvert. It's the description of a person who looks at life optimistically, with the positive expectation that things will go well because he or she will see to it that they go well.

While the job is indeed serious (winning always is), please don't take yourself too seriously. Be aware of this fact: There are sales that you will not make. Another station or newspaper or direct mail representative may get there before you and

wrap up the budget for that particular campaign. Even though you had given the client ample reasons for investing in your station, that client went with a competitor. Does that mean that nothing good can happen the rest of that day, nothing can be laugh-provoking? I certainly hope not. I repeat: You are not going to *sell* every client; in fact, you may sell only one of ten, or seven, or five. Do you take the gas pipe when a client says "no"? Your gas bill would be too high. If you really believe in what you're selling, you look at a "loss" in this light: "I'm really sorry that this client didn't buy into my idea and campaign. I truly feel it would have resulted in a real success for him. However, I hope he does well with the media he invested in. Meanwhile, I'll take that idea to another client because I know it's good and it will work, and I'll come up with another idea for this client for the next time."

Then go on to another client to sell him on the idea that was just rejected. If you believe in it, you'll sell it.

Don't dwell on the negative. ("Gee, he didn't like it. I guess I'm just no good. Wonder what's showing at the Orpheum?") Get on with it. See other clients with something specific to accomplish. Have fun with them, with your job, with your co-workers.

I've always enjoyed radio sales, and I've enjoyed working with my clients. My approach is *never* to take myself too seriously. Years ago I was trying desperately to create an event for a furniture dealer. He handled Valentine-Seaver brand furniture. I looked at the calendar, saw that



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Valentine's Day was coming up, put two and two together, and wrote a "spec spot" for his store. The idea was to have a gigantic Valentine's Day sale, with all Valentine-Seaver furniture being sold at huge savings. I prepared a schedule, went to see the client, proposed the idea with a great deal of enthusiasm, and waited for his reaction. He looked at the schedule, looked at the copy, then, after a somewhat unnecessarily dramatic pause, said, "Bill, that's the *worst* idea I ever heard." We both laughed, then I said, "You can't win 'em all. Okay, John, let's come up with a better one". We did, he used the schedule I proposed, and the new idea subsequently went on the air. We had had a genuine laugh at his reaction to my "sensational" idea.

The point is this: I wasn't shattered by his less-than-complimentary reaction to my idea. It was an idea, a bad one perhaps, but still an idea. It stimulated both of us to come up with another approach. So it became an exercise in choosing among ideas (positives), not choosing between whether to advertise or not to advertise (a negative); and we had some fun with it.

I believe our weekly sales staff meetings should be both productive and enjoyable; I hope my salespeople look forward to them. I think they do. Even if I'm conducting a meeting that deals with returning to basics (improving logistics, correcting recurring mistakes, dealing with attitudes that need to be improved), I still always try to use a positive approach by putting something in an almost ludicrous vein to make a point. That way, you can make the point and have a laugh at the same time.

Let me illustrate.

Not long ago we were faced with some dissatisfaction on the part of our office staff with the way schedules were being submitted...copy unclear; words misspelled; late or incorrect orders; etc. It happens. These problems were brought to my attention, and it was my job to solve them. Did I want to face my sales staff and pound my fist on the desk, demanding that they shape up? Not on your life! I don't feel that's the way to deal with any problem. So we did some role-playing at our sales meeting in which roles were reversed, *we* were the office staff forced to deal with mistakes on schedules. We really got into it, lots of laughs and ridiculous situations. I recall at one point, one of the salespeople cried out, "Take this job and shove it...I don't work here anymore!" We had hearty laughs all around, but we made our point. We began to understand the frustrations of the office staff. Nobody became angry or defensive, and our "grunt work", submitting broadcast schedules, improved.

When I work with clients directly, I always try to maintain a loose, easy relationship with them ...*how* loose and easy depends on their personalities. One car dealer I called on wore a perpetual frown (at least whenever I saw him); never cracked a smile, never was friendly, never advertised on the radio. It was tough getting him to state his objections and reasons why he didn't recognize the value of radio advertising. I knew there was a

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potential advertiser there, but didn't know exactly how to get through the "ignore barrier". One morning I walked in to his place of business and found him actually smiling! I remember saying, "Frank, you're SMILING! What happened, did you see an accident on your way to work this morning?" That seemed to break the ice...he actually grinned! He didn't buy that day, but he did buy soon after and became a regular advertiser. What's more, he kept smiling. I feel that's important.

I have six daughters, and have used that fact in some sales presentations. When I would come up with a good idea for a client, and he turned it down, I might say, on occasion, "But Sam, I need the sale. You're not thinking of my six daughters at all! They need shoes." Exactly the wrong approach for a professional salesperson, but when said in a jocular vein, and to the right person, you help establish a relationship that says, "I enjoy working with you."

I've got to admit it...of all the clients I have worked with, I have genuinely liked 99 and 44/100% of them. There have been only a small number of clients I didn't, or couldn't, like. I admire a person who would put everything on the line in order to establish a successful business. He or she is a risk-taker, and I like that. So, I guess the next step is that I like that person; not only for that trait, but for many others. Most entrepreneurs seem to be nice people. When you look upon your clients that way, it becomes easy to enjoy dealing with them...whether a sale is made each time you call on them or not. Perhaps that's the key...dealing with all people as though they deserve to be liked and respected. Once you have

that attitude established, selling and serving them becomes a pleasant experience, almost automatic.

One of the few exceptions was a television dealer I called on. I honestly tried to like the man. He was arrogant, looked down upon his customers, gave me a continuous hard time. In spite of this I tried to respect him, continued to call on him, and created advertising ideas. He'd keep me waiting for no apparent reason, he'd argue, he'd put me down, but he bought an advertising idea and schedule occasionally. However, he'd delight in paying his bill late. I finally gave up calling on him after this incident: It was the final collection day of the month. (We were paid on collections, not sales.) I had been calling him repeatedly and at last elicited a promise of a check in the full amount owed on that Friday. I went to his place of business in the morning, at the time agreed upon. He wasn't there, didn't leave a check. I called a number of times, and finally reached him late in the afternoon. When I got there he gave me the check, all folded up. Being a relatively inexperienced salesperson, I thanked him and drove back to the station to give it to our bookkeeper. When she unfolded it she found that there was no signature, which meant there was no way I would be paid commission on that check the following month. Needless to say, I was chagrined. Too late to do anything about it that day, but I drove to his place of business the next day, Saturday. He was pulling out in his van. I stepped in front of it and said that he had not signed the check. He grinned, signed the check, and drove off.

The next Monday I told my sales manager I was no longer interested in calling on that client. I'd

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be glad to make a trade, even though he did advertise on a semi-regular basis. (As it turned out, I received in exchange a men's clothing store that hadn't advertised before. Soon, they began to advertise, and the TV man worked well with his new sales rep. All's well that end's well.)

There are other advertisers I've given up...like the auto dealer who had a parking meter lamp in his office. He had all salespeople feed the meter; each got ten minutes of his precious time. Once through that experience and I turned him over to another rep.

But, as I said, in my experience, those are the rare exceptions. I feel you can employ the Fun Factor by being able to laugh at yourself, by respecting and liking other people, and by being flexible in your approach. As the saying goes, "we are not doing brain surgery". We are using our creative ability to serve others' needs. Frankly, I find it extremely enjoyable to brainstorm with my fellow sales reps to come up with an idea for a client, theirs or mine. Lots of laughs, lots of camaraderie, and lots of good ideas. I feel that a day spent without at least one good belly laugh is a day not worth having been spent. Look for the humor in life. It's there, in abundance.

I've had many salespeople come back into the office ready to make out their last will and testament because of a misfortune; and believe me, there are genuine misfortunes that occur "out there". My advice is to have them ask themselves what is the worst thing that could possibly happen---worse than the thing that has them dragging their fingernails on the ground? If they

can think of something worse, then they ought to feel lucky that that second misfortune didn't happen. Put things in perspective; and sometimes the way to do it is with weird, ludicrous, off-the-wall humor.

Here's an example:

One of my salespeople came back to the office...longest face in the western hemisphere. He had a promotion he wanted to sell to an auto dealer who simply *never* allowed him to come into his office; he was always "out". When he called on the client the receptionist always told him that he was busy and couldn't see him that day.

The promotion included a box, about 15 by 12 inches, with a glass door. The idea was to have a customer come into the store, choose a key, and if that key fit the door to that box, the customer would open the door and claim a prize.

Now, automobile salesmen seem to have quite a sense of humor. A couple of them told our rep that the boss' office faced the car lot in the back. If our rep would go out there among the cars, and hold his box in the air, the boss' curiosity would be so aroused he would ask to see our rep. What do you think happened? Our rep dutifully trudged behind the building among the used cars, held the box up high, and waited for something to happen. Obviously, nothing did. It didn't even dawn on him that he had been the victim of a joke until he had

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indignantly reported the incident to me. I tried not to laugh, but without a lot of success. The mental picture of him standing in the back lot, smiling and pointing to the box, overcame me and I burst into laughter. At that point he saw the reality and humor of the situation, and he laughed, too.

Lest you think little of this man's intelligence, let me point out that he was one of the best reps we've ever had and is now employed by a major advertising agency in Chicago. It was just that he was so eager to see his client, he was willing to do anything. Later, after having laughed at the situation, (a positive reaction), he was able to overcome his frustration and depression (a negative reaction). Without that laughter, he may even have given up the sales profession. Who knows?

Another method for "lightening up" a misfortune is the tongue-in-cheek reaction.

One morning another rep arrived late at the station, frustrated and distraught. Her car had run out of gas on the way in. She had been through a lot of discomfort and embarrassing phone calls before she finally found someone to come to her aid, get gas, and get her into the office. When she arrived and informed me of the situation, I put out a memo to the entire sales staff. If I remember correctly it went something like this:

"Memo---to all sales people.

Automobiles run much better when they are supplied with gasoline. Please make sure your car has an ample supply. You'll be able to serve your clients much better that way. Thank you."

Even though it had been at her expense, we all had a genuine laugh, and eventually she shared in it.

I recently called on the manager of a new carpet store. I had never met him before. I had been working with his agency in Chicago. They wanted to cut our rates by a healthy amount, something that's against my professional religion. So I thought I'd become acquainted with the new store manager and help him become familiar with our station. After making a station presentation to him, I concluded by saying I understood the agency in Chicago would be making the advertising decisions, but I wanted him to be knowledgeable about the different media in town, and I also wanted him to raise his right hand and swear that if he knew an advertising buy was coming down, he would fight tooth and nail to make certain that our station was included in the buy. It was an unusual approach, but given with tongue-in-cheek and in a good-natured vein, he took it that same way and we enjoyed the laugh together.

Incidentally, when the six-week buy came down, we received the largest percentage of the buy...on rate card, too. So, humor didn't hurt.



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I could cite numerous other instances. I do not mean to imply that you should use a humorous approach exclusively. The point I want to make is that selling is an enjoyable profession. Lighten up! Don't take yourself so seriously. Be loose. Have fun with it. Know your clients, and enjoy their company. If it appears that it might work, use a humorous approach. Go with it! Look for the humor in your job, in your life. Recognize it, pay homage to it, react to it, and ENJOY.

There are too many people in the world who don't enjoy their work. Life is too short for that.

If you're in the selling profession you are pulling your own strings. You control your time, productivity, income. Control your "fun factor", too. When that's improved, all the other factors improve, too, especially the income factor.

Laugh at yourself and the world laughs *with* you. Take yourself too seriously and the world laughs *at* you.



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**C H A P T E R    10**  
**POINTED THOUGHTS**

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## POINTED THOUGHTS

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Here are some random thoughts formed by years of experience. They have helped me and my salespeople tremendously. I hope they do the same for you.

### DO YOUR BEST --- ALL THE TIME

Years ago when I left one sales position for another, the easy way to make the move was to think about the new position, make plans for it, and slide by the final two weeks on the old job after I had given notice. But I didn't. I worked harder than ever, it seemed, those final two weeks, knowing full well that I would never see a penny in commission of the dollars I was putting on the books. You see, we were, and still are, paid on collections rather than sales; when we make a sale, we usually don't see any monetary return on it for sixty days.

But I chose to go all out. Why? I wanted to prepare myself for the challenge ahead. New city ---not a strong radio station---no built-in

renewables. I knew that it would take superhuman effort to sell advertising for so weak a station. So I redoubled my efforts for my current clients, creating ideas, putting their ads on the air. In fact, the final week I was at the previous station, I sold seventeen contracts, the largest week I ever had...again, knowing that I would not reap a cent in commissions on those sales. (Four of the clients had never advertised on our station before.)

What was my benefit from my efforts? I sustained my sales momentum! I continued to hone my skills so that I would be super-sharp when I began my new position. I knew it would be a difficult challenge and I didn't want to make things any harder by getting out of shape. A two-week vacation is fine, once you are established; but it can be a drive-killer at other times.

So don't ever let up. Don't ever coast. Don't ever become so self-satisfied that you lose valuable momentum. Whenever you give less than your best, you cheat only yourself. No matter how long you're in the selling profession, you will never get to the "Ah, there, I've made it" position. Keep making it...over and over and over again. Success in sales is a process, and that process should never stall!

### THE BEST TIME TO MAKE A SALE

When is the best time to make a sale? If we understand that a sale depends more on the salesperson than the buyer, we look to the salesperson. You're more likely to make a sale immediately *after* you've made a sale. You have momentum. You're on

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a roll. You've just done the thing well that you were hired to do. You feel good about yourself, as though nothing can stop you. And do you know what? *Nothing can!*

I've known salespeople who, after completing a sale, drove all the way back to the office to tell the sales manager and the other salespeople about the big sale just completed. I understand that there is a need to share good news with someone, but may I suggest that that is not the ideal time to do it.

Once you sell that difficult-to-sell client, it's obvious that you've done something right. On your way to your car you think about what it was that went right, then head directly to your next sales call. You'll exude confidence and be more relaxed in front of your next client. You will *expect* to sell him, and that's one of the best traits to possess in sales---positive expectation. It's very much like a teacher who expects a certain student to succeed. That student *feels* the expectation, so he does his best to fulfill it. It has to be something you feel. When you have that positive expectation toward your next client, he will sense that feeling of your self-confidence, momentum, and success. You've heard many times that success begets success. It begets it as soon as possible after the previous success.

So hold off on sharing the good news with your fellow workers and managers until after you have a number of success stories. You will have a series of them if you follow one sale with another.

The time to make a sale? Right after you've made a sale. You see, when you're hot, you're HOT.

### NEVER STOP LEARNING

After all these years, I realize I still don't know everything about the sales profession. Just when you think you know all there is to know, someone comes up with a new idea, a new approach, a new way of doing things. So, I've found that I have two options: learn and go forward, or stop learning and go backward. There's no such thing as standing still.

That lesson was graphically illustrated for me many years ago by a salesperson at our station. The station management had purchased tickets for a two-night motivational seminar for each of our salespeople. On the first night I saw my senior salesperson in the auditorium; the second night I didn't. I asked him the next day why he wasn't there. His reply: "Oh, I already know all that."

He had been with the station five years; he didn't make six. We discovered that he didn't have five years' experience...he had one year of experience five times. He stopped learning when he arrived at a certain level of mediocrity. He "knew" all those sales ideas and techniques. He was quite comfortable, it seems, and certainly didn't want to stretch himself any further in order to taste any more success.

That comfort zone can be an iron cage. It becomes so pleasant that you just can't break out of it and grow. Growth comes primarily through



conflict...discomfort. So go ahead. Get uncomfortable. Do things you don't like to do, as long as those things get you closer to your goal.

The difference between a winner and a loser is that the winner will do the things he dislikes, knowing that it's vital to do anything it takes for success.

"Education is the ability to make yourself do the thing you have to do when it ought to be done...whether you like it or not."

### PLEASE, NO GIMME'S

When I first arrived at my present radio station, I found that the radio advertising budget among potential advertisers in this city was non-existent. If advertisers spent money on radio, it came out of the petty cash drawer. I determined to change that...out of the petty cash drawer and into the advertising budget. It wasn't easy.

I bristle when an advertiser says, "All right, I'll give you \$100.00 (or whatever amount) for the weekend sale."

I don't want anyone *giving* me money, or budget. I want him to *invest* that money for return. When he feels that he's giving you money, it indicates that his attitude is such that he has extra cash around, you've been bugging him repeatedly, and just to get you off his back, he'll *give* you the petty cash.

When that happens, please stop the entire sales process! Don't let him adopt that attitude---the attitude that says "radio advertising isn't important, but this guy is okay, so I'll toss him a bone for his persistence".

That's not respect. That's not professionalism at work. He obviously doesn't really believe in radio advertising's effectiveness. So he tosses a few bucks your way and hopes for the best. If nothing much happens, not much is lost.

You'll never establish a professional relationship if you take the money and run. At that point, stop the sales process and go over the points you made previously. You can even tell him that you'd rather not make the sale if he doesn't *expect* good results from his *investment*. Get him excited about radio advertising. If his budget is not large enough to give him a schedule to insure probable success, DON'T ACCEPT IT! Turn it down until he is willing to invest enough of his budget to make an impact with his advertising. You're not serving him properly if you underestimate his ambition to succeed, and you're not doing yourself or your profession any favors by accepting a too-small budget that will probably not do a good job for your client.

Remember, you're in this for the long term. You're establishing a long-term trust relationship with your clients.

Think hard: Will your accepting that too-small budget help build a professional relationship for the long run? Or will it be hit-and-run; make a

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quick sale now, help your billing, look like a hero back at the station?

If you're committed to excellence, don't accept charity. Instead, give your clients reasons to invest important dollars in radio advertising, serious dollars that will give them good return on investment.

No charity, please. The word is *investment*. Now we're talking professional!

### **CLEAR UP ANY MISUNDERSTANDINGS---NOW!**

Misunderstandings between you and your client will occur. I know we're in the communications business, and we try to be good at it. But breakdowns will happen. The best advice I can give: clear them up *ASAP*. Don't let a simple misunderstanding grow into a break in a relationship. Meet it head-on, and right now!

Let me tell you what I mean:

One of my most valued clients was one of three owners of a large furniture store. I had worked well with him for a number of years. We planned future sales together. A major sale was imminent and I was ready to get the copy ideas from him and submit a schedule. The week prior to the event I had trouble contacting him. He was either busy or not in, which was unusual. With lead time rapidly vanishing, I contacted one of the other owners. He gave me the go-ahead for the schedule and we put it on the air.

When I went to the store the following week to learn the results of his sale, I was surprised to see how upset my usual contact was with me. I learned that he actually hadn't planned to advertise on my station for that particular event. He wanted to test the effectiveness of another station. He had purposely avoided me the previous week. I didn't know about those plans, so I naturally talked to one of the other owners, who also didn't know about those plans. So it appeared that I had deliberately gone behind the back of my usual buyer to make a quick sale. No wonder he was upset with me.

He gave me short shrift...said what he had to say, then dismissed me.

I was really concerned. I just couldn't let this misunderstanding continue; so first thing the next day I called on him. I assured him I had no intention of going around him to make a quick sale. I told him that I really believed his plans were to advertise that sale with us. To make certain that he completely understood the situation, I offered to cancel the charges for that schedule. I told him that our relationship, both business and personal, was far more important than that thirty-day schedule. We had worked too long and too well together to let something like this break it up.

When he saw how sincere I was, he said to forget the whole thing. He'd naturally pay for the advertising, and from that point on our professional relationship was back to normal.

What if I had allowed his misconception, ill-founded though it was, to continue, even for

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another day? It might have become more firm, and our future business dealings aborted.

The whole episode taught me a valuable lesson. When a misunderstanding occurs, face up to it as soon as possible. Sure it's more comfortable to avoid it and hope that it will heal itself, but that usually doesn't happen. Go face-to-face, talk shoulder-to-shoulder, and offer to take action to right the imagined (or real) wrong. It will save a valuable relationship and mean future business for both you and your client.

An ostrich you're not. Don't hide from unpleasantness. Be honest, open, and ready to face an extremely uncomfortable situation. Face the thing which you most fear and the rest becomes easy.

### REHEARSE

If you were appearing in a play you would certainly rehearse your part, because you know you will not have the script in front of you when you perform. Since you're interacting with another player, one performance depends on another, and you'd better be prepared.

Similarly, you should never go into a sales presentation without rehearsing. Make sure you practice all the points you want to make. Be certain you have all your materials organized, so your presentation, both oral and written, makes good sense. Anticipate any possible objections. Since the sales presentation follows your initial information-gathering session, you should know what your prospect is likely to say, what subject

he'll likely bring up, what doubts he may have. So you rehearse the entire presentation, both your part and your prospect's part. Even up to the time that you are driving to your appointment, continue to rehearse in your mind the possible obstacles that may present themselves. Then, when your presentation takes place you'll be working from experience. You've already been there so you can handle any pitfalls. Naturally, you can't anticipate all the possible obstacles, but you should be confident enough to handle any unexpected ones.

You see, when you're prepared you're also relaxed, and if you're relaxed, a new objection won't throw you. There's nothing more unnerving than being tight as a violin string and a new obstacle tossed at you. Mouths have gone agape and jaws have slackened at such a time, in such a condition.

So prepare. Rehearse, gain confidence, know your subject forward and backward, then relax during your presentation. You'll not only close more sales that way, you'll also be a lot healthier.

### ROLE PLAY

Similarly, after the presentation takes place, after the sale is either made, put on hold, or lost ...role play. Dissect every moment of your presentation. "When I said that, he said this. Now if I had given him the information in a different manner, he might have reacted more favorably to the idea."

Given even a small amount of experience, you'll probably be able to *read* your client during the

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presentation. You can tell by his body language what his reaction is to your ideas. Like a heat-seeking missile, you can hone in on just what parts of your presentation appeal to him. Emphasize those portions of your presentation. If he likes even a small part of your advertising plan, build on that. After all, it is possible that you may have misunderstood part of what he told you during your first interview. If so, accept that fact and change your plan accordingly. Even though you repeated everything back to him for clarification the first time, mistakes in communication are possible. If that happens, go back to the office and prepare a modified advertising plan, based on your newly-acquired information.

The point is, no matter how the presentation turned out, review it in your mind. What went well? What could have been improved? How could you have helped him come to a decision sooner?

Even if the possible sale was lost on the presentation, learn from your mistakes. It's not terminal to make mistakes. What is fatal is *not* learning from them. If you do learn from them, they become valuable experiences which bring you closer to that ever-elusive perfection. If you want to reach perfection, *FIRST* you must master the fundamentals.

.So, go ahead---celebrate your mistakes. By role-playing and dissection afterwards, you have the law of averages working in your favor. Every loss brings you that much closer to a win.

### THINK LIKE AN OWNER

I heard this advice many years ago at a radio sales seminar in Chicago. I have since discovered why it's solid advice. Recall the times you shopped for an automobile. I can remember hearing words from the salesperson to this effect: "I don't have a car like that with automatic, but I expect a shipment within two days. Give me your number so I can let you know when they arrive." Notice, he didn't say *we* or *they* expect a shipment, he said *I*, as if it were his dealership...as if it could have been true that he was possibly an owner. This attitude made me look upon him with a great deal more respect.

So it is when you deal with a client who advertises. You never refer to anyone at your station as *they*. It's *your* station. Anything that goes wrong with his advertising---wrong commercial, missed commercial, incorrect billing---that's *your* fault, and you had better realize it. That's why it's so critical that you follow up on every aspect of the sale: copy, schedule, billing, etc. You are solely responsible for determining that everything goes as planned.

Thinking like an owner also puts you and the client on the same level. You are equal partners. You are both concerned with the success of his advertising campaign. You respect him; he respects you. He feels good about doing business with a real professional.

Have you ever done business with a person who refers to his company as *they*? He sold you a washing machine. It wobbles. You return to the



store. The person who sold it to you says, "Yeah, we've had a lot of complaints. *They* can't seem to correct the fault. I'll report it to *them* and see if *they* can do something about it." He's trying to put himself on your side. He thinks he's teaming up with you against *them*. What he's actually doing is undermining your respect for both him and his company.

When a problem occurs, accept the blame; take steps to correct it as soon as possible. You're the owner. You correct the situation. You continue the professional relationship with your client because now he has complete confidence in you.

If a colleague tells me that he blew an assignment or made a mistake, but assures me he'll take care of it and will make sure it never happens again, I can accept that much more readily than if he shifts the blame onto someone or something else. In the first case I feel confident in the future. In the second case I know deep down that it will likely happen again.

So stand tall, take the blame, apologize for the mistake, then see to it that it doesn't recur. Do everything in your power to make sure. I know you'll have the confidence of your client, and his future ad dollars.

### ENDURANCE

Some time ago, I heard a talk given by Father James Becherer of Cleveland, at a St. Vincent de Paul convention in Lansing, Michigan. He quoted Helen Hayes' comment, made when she was given an

award for her many years of excellent acting. She said, "Talent alone is not enough. Discipline alone is not enough. It takes endurance." You must be able to perform day after day, year after year.

I think the same holds true for the sales profession. I have seen a lot of people with a world of ability---very articulate, intelligent, good looking, high energy level, great enthusiasm---who have prospered greatly, for a short time. Then, like a meteor, they've fizzled out. I recall one particularly bright young man who seemed to have everything going for him. He had a smile that would light up a room. But he said one thing that troubled me very much. He told me that I ought to have him on my sales staff because, "I can sell anything to anybody."

Certainly I urge confidence, but that remark crosses the line into arrogance. At any rate, he did well in a number of selling ventures. Many of them. All, of course, short-term. He continues to struggle to find the right niche.

There are a lot of elements here that we could address: attitude, arrogance, little regard for client, placing the emphasis on selling without consulting; but the concern here is endurance. He did well on short-term. There are always some people who can be dazzled into buying, but it seems you run out of them very quickly. Most clients are savvy enough to recognize insincerity when they see and hear it, and while a dazzler and baffler might do well in the short term, I don't believe he/she can do well consistently. I may admire a high performer now, but let's look five years down the road. If it's still happening, we

can safely say, "Terrific! There's someone who is a real professional."



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**LASTING  
IMPRESSIONS**

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## LASTING IMPRESSIONS

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What follows is both a summary and short bursts of thought designed to reach you and stay with you for the remainder of your selling life. Some ideas will be a repetition of sales theories already presented. They're given with a slightly different twist. Many times, something said two different ways can miss with the first and hit with the second. The ideas are so important I feel they bear repetition, which, by the way, is Radio's strongest quality. Other ideas have been carefully inserted to give you something new to digest. These thoughts are culled from my experience in both selling and managing sales. If selling were complex I might never have lasted in the field. While selling is not *easy*, it really is a *simple* process. If you approach sales from the perspective of being honest, genuine, and sincere, it all comes together beautifully and becomes a simple process.

### CLIENT BENEFIT

As I summarize, I find the number one priority is Client Benefit. Do you care as much as the client cares about his success? If the answer is "yes", and if you care enough to *do* something about it, you're on your way to the top of your profession. As I've continually told my sales staffs, "I want my client to succeed so much I'm even willing to work for it". I know that if my client wins, I win. That's pretty simple, isn't it?

So if you want him to succeed that much, you will definitely follow up. You certainly will get to his place of business during his advertising schedule to determine the campaign's progress; if anything needs to be changed or increased, do it. You want to know the response to his event or offer, so you are more than willing to invest time and energy to help insure its success.

Continue to be completely honest with your client. What if one of his commercials was accidentally missed? He may never know, but *you'll* know, and that's reason enough for you to tell him about it and ask how he'd like the situation rectified. He's invested his advertising dollars in your radio station. That puts a heavy responsibility on you to make sure he receives everything he purchased ...and more. If something is amiss, take care of it *now*.

### IDEAS

You have one thing to sell...ideas. So you had better be "idea conscious". It's your job to keep



up with the latest information concerning your profession. Read the journals, watch the ads, listen to them. One of the methods I use is to listen to a number of different radio stations for new commercial ideas when travelling. Many times I have heard a new approach and have used a variation of it for one of my clients. Creativity is 90% memory, but you must develop an awareness of new creative approaches so that you *can* remember them someday when you're looking for a fresh idea. So, keep reading, keep learning, and continue to be motivated.

### COMPETITORS

Please don't knock your competitors. You are in the same profession. In fact, the better the competition, the better you can and must become. So welcome good competition; learn and grow from it.

When you say something about your competition, say something positive. Mention their good points. Even if your client should say something derogatory about them, don't agree with him. There are a number of reasons to defend your competitor. First, he is a member of your profession. Second, your client may be testing you. Any time you knock your competitor it will come across as "sour grapes". You are, at that time, failing the test of professionalism. Professionals do not criticize other professionals. So if you're selling radio advertising, you do not denigrate the power of newspaper advertising, television, outdoor, direct mail, and especially, other radio stations. Don't be your own worst enemy. Sell advertising, defend

advertising, don't undermine advertising. When you say something critical about anybody else, it says more about you than it says about the person you're knocking. Whenever you criticize a competitor, the criticism acts as a boomerang and eventually it will come back to hurt you. If you respect your profession, you will respect your competitors.

### ENTHUSIASM

Besides an ability to manage your time, enthusiasm is the most important attribute you have. You're paralyzed without it, but with it you're on your way. I've seen new salespeople who didn't completely understand their product become very successful because of their enthusiastic approach. They were really excited about what they were doing, about their product or service. They really believed that it was just the answer to their client's needs. And when they were so enthusiastic, their clients became enthusiastic. When that happened, good results inevitably followed. Their enthusiasm carried them until they acquired product knowledge, and then the combination of enthusiasm and knowledge gave them a quantum leap into the next income level. After a year or two they became dynamite! Their productivity soared! And along with it their confidence, income, and self-esteem increased tremendously. Their life became much more satisfying. You feel good about yourself when you are good at what you do. When you approach your work with fire, with enthusiasm, each day becomes a real joy, something to look forward to with great anticipation. Enthusiasm produces the

energy you didn't realize you had, and that energy produces satisfaction in your profession.

Even with the tremendous boost your enthusiasm can give you, there are bound to be some ups and downs. Sure, you're going to have some of your presentations rejected, but because you are so enthusiastic about your product or service you can go directly to your next client and give him reasons to invest in your product. You're excited about it! Selling is merely a transfer of enthusiasm. You become enthusiastic, your client becomes enthusiastic. He buys, and his customers become enthusiastic. A happy circle indeed.

Remember: it all starts with *enthusiasm*. The fire of belief.

### TIME MANAGEMENT

Time management means self-discipline, getting organized. This is directly connected to your ability to get things done. We can have all the enthusiasm in the world, but if it's not directed, it's energy wasted. Don't ever confuse motion with activity; simply doing things for the sake of doing things can be completely negative. Motion without direction is almost useless. Manage. Control. Plan.

Management of time and personal organization are habits. Habits are attitudes. They can be changed, but they must be recognized and continuously worked on. The only way to change a habit is to create another habit. Substitute a good habit for a bad habit; that's how to change attitudes.

How do you do that? With affirmations, talking to yourself. "I am an organized person. I control my time and my future." Create your own affirmation. Make it positive. Make it personal. And say it, aloud, over and over.

To organize your time and control your destiny, set your goals daily. Write a "to-do" list. Decide what is important, then concentrate on those efforts and avoid activities which do not bring you nearer to those goals. Setting goals develops positive direction. When you list the tasks and activities that will help you reach your goals, and check them off when they're accomplished, it's a great feeling. Now you're moving in the direction you have set.

Set priorities. Identify your most important goals as A's, and invest your time in their attainment. Then take care of the B's, C's, etc.

Do it *now*. Get started and follow through on tasks, complete them before you begin others. It really fractionalizes your mind when you try to do four or five things at the same time. Complete one task, then don't think about it again. Go on to the next, complete that, and then go to the next. It really works, and you won't feel overwhelmed by life. There's nothing more frustrating than to feel they're coming over the plate too fast for you; that's when you want to give up.

Be flexible. Circumstances change. If you can't go with plan A, be ready to go with plan B, or C, etc. Perhaps later, when circumstances change, you can get back to plan A. When things happen that you can't control, be flexible enough

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to roll with it. All you can control is your attitude, your time.

Learn to say "no" to interruptions, to requests which are not related to your goals. If you can't keep your daily activities constantly aimed toward your goals, you'll be achieving someone else's goals, not your own.

Do it *once*. Don't stop and start, stop and start. It takes much more energy to start anew than to start once and finish. Your car uses more fuel at start-up time than at highway cruise time. An airplane uses a tremendous amount of fuel getting off the ground, much more than when it cruises. Thus, each time you stop an activity and have to start all over again ("now where was I?") you spend a great amount of energy. No wonder you're so tired at the end of the day. Don't let it happen; deal with a task once and have it over with.

Write it down. If your time is valuable, and it IS, don't trust it to memory. "The palest ink is better than the best memory". I have found that once I write something, it seems to take on a life of its own. I feel I simply *must* do it if it is written.

When you send a letter or information to a client, be sure to make a notation of it, otherwise you are at the mercy of a hazy memory. Don't waste time and energy, wondering: "I think he said---I think I did it---I think I sent him that information last April, or was it May?" Write it down, and *know*.

The best way to become an organized person is to *act as if* you already are an organized person. If you repeat to yourself, "I'm bad at math", you will act as if you are bad at math, thus insuring your ineptitude. Therefore, if you want to manage your time and life in a more organized fashion, act as if you already *are* organized. When you do that, you actually *become* organized and aimed in the right direction.

### SALES MEETINGS

Our sales meetings have produced a great number of worthwhile ideas over the years. I have always believed that we learn a great deal from each other. We trade experiences, share a line or thought that triggers a positive response, and come up with real thought-starters.

In one of our meetings, we posed the question: What attributes are vital for continued success in the sales profession? Here are the results:

- ENTHUSIASM..... The most contagious and powerful emotion of all.
- ATTITUDE..... How we see ourselves, our profession, our purpose.
- HONESTY..... Open, up-front relationship with our clients, what *they* expect, what *we* expect.
- SERVICE..... The obsession to do whatever it will take---ethically---for clients' success.

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- PROFESSIONALISM..... *Respect* for ourselves, our clients, our profession.
- INTENSE BELIEF..... In self, in product. If we think we can, we *can*.
- MOTIVATION..... The burning desire to be the best at what we do.
- DISCIPLINE..... Perhaps the most elusive, but necessary, quality. It means planning ahead, time management.
- GOALS..... Goal setting is a *must*. If you don't know *where* you want to be, how can you set a game plan to get there?
- APPEARANCE..... Your first impression is a visual one.
- PRODUCT KNOWLEDGE... How much should we know about radio...advertising... sales? *Everything!*
- PERSEVERANCE..... If you have an advertising plan, an idea for a prospect, stay with it. Genius without perseverance is short-term success.
- RESILIENCE..... The ability to bounce back from a temporary setback.
- EGO DRIVE..... The inner need to *persuade*.

- LISTENING.....** Active listening is crucial to learn what the client's needs are. Unless you know what the problem is, you can't solve it. "Selling ain't telling...it's asking, and listening."
- BUSINESS AWARENESS...** Learn all you can about the client's business by reading his trade publications, Wall Street Journal, the business pages of newspapers, etc.
- SENSE OF HUMOR.....** You are not doing brain surgery. Relax and enjoy.
- EMPATHY.....** The ability to see the situation from client's point of view.
- PURPOSE.....** Our mission, the basic reason we're calling on a client.

### **HARD WORK - NO SUBSTITUTE**

On August 19, 1987, the Detroit Tigers took over first place in the American League East Division for the first time that year. They had started off the season well below .500, but had put together a consistent string of winning series from June through the above date to move to the top of the division.



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A reporter asked their manager, Sparky Anderson, the reason for the apparent success. His direct quote:

*"They've got a good game plan, hard work," he said, "I DON'T KNOW ANY BETTER GAME PLAN THAN TO GO OUT AND BUST YOUR FANNY."*

Pretty good advice for salespeople. Whenever you get to the point where you feel you've "got it made"...when you are not willing to "bust your fanny" for your clients, you're on your way down. There is simply no substitute for hard work, no matter what line of work you're in...stock broker, line worker, carpenter, ad agency, name it. Who emerges from the pack to become manager, owner, director? The person who works hard at it.

Hard work alone will catapult people with limited talent to the top. Again speaking of sports, I would rather have a person on my team who is willing to devote long, hard hours in an effort to hone his skills, than have an extremely gifted athlete who exerts himself only occasionally. Hard work with limited talent will win every time over sheer talent without hard work.

You've heard the oft-quoted "giving 110%" referring to a sports situation. It's equally true in sales. Giving 110% means stretching yourself beyond your recognized ability.

Do you want success in radio advertising sales? Then *stretch*. Give 110%. Adopt the game plan to "go out and bust your fanny". There is no better return on investment.

## INTELLIGENCE

While it's true that you don't have to be a genius to be a success in the field of sales, it does take at least a modicum of savvy. You have to be able to read situations and people in order to react properly. You must be able to know your product and your competitors' in order to give your clients reasons to invest in yours. You have to be able to *think on your feet*. I remember my father pointing to my head, and advising..."Use it for more than a hat rack".

Selling is a thinking person's game. When a prospect does not buy for a reason that is really not in his best interest, you must be able to recognize that fact, repeat it back to him, and reaffirm your position. And you must be able to do that on the spot. It takes quick, clear thinking to help him see the wisdom of investing in your product or service.

Case in point: A client didn't want to advertise on our football broadcast for this reason: He understood that another radio station which broadcast the local University football games had promotional tailgate parties at some of the home games. He considered that station to be more actively involved in the team's football games, therefore felt that even our listeners would be likely to tune in to that station's broadcasts after having seen the tailgate parties at the stadium. It may make sense of a sort, until you reconstruct the thinking, step-by-step, and repeat it back to the client. "In other words, what you're saying is this: Our station's listener would attend a football

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game. On his way in he would notice station X's promotional tailgate party, then attend the game. After listening to our station the following week, promoting our broadcast of the upcoming game, he would remember having seen that tailgate party the previous week and tune in to that station. Is that what you expect to happen?"

That obviously doesn't make sense. But, in effect, that is what he told you. After repeating his idea (in your own inimitable way) it might be a good idea to address yourself to the active involvement your station has in the team's broadcasts. The fact that your play-by-play team actually goes into the locker room after the game to interview the coach, etc.

If a client's objection is a real one, it would seem that you have addressed it positively. If it's a smoke screen, your repeating of his point would clear this up, which would then enable you to get to the *real* objection.

You've got to think your way through. You simply cannot accept an objection that has no basis in fact. You must address it then and there, not with the idea of knocking down one objection after another, putting your client into a corner with his back to the wall, showing him how smart you are, but rather with the idea of pointing out the possible misunderstanding of your position, a shortcoming on your part. So you re-state his position, for your complete clarification, then re-state your position, and explain further any points you may have omitted.

It does take a certain amount of intelligence, the ability to recognize a possible error in his way of thinking, and the ability to articulate your thoughts cohesively.

You don't have to be a genius---just use your head "for more than a hat rack".

### ATTITUDE

Attitude is what selling is all about. I purposely did not include many selling methods in this book. There are other books that deal with "how to close"..."manipulative selling techniques"..."how to get a client to keep nodding his head in agreement", etc.

I believe in the simple philosophy that selling with sincerity transcends all the techniques. What I have tried to do in this book is to help you to acquire an attitude toward your clients, toward your profession, and toward yourself.

Let's include an attitude toward your life, your *total* life. There's more to life than your profession, important though it is. Too often, a person measures himself/herself only by what is accomplished in the professional life. There's more...*much* more.

Your persona includes all areas of life: spiritual, sexual, physical, social, educational, and family. To overdo in any single area is to pay the price in others.

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We have all met people who are single-minded in one area of life. People who are workaholics. They may make a lot of money, but it's all too often at the expense of family and friends. I've never heard anyone say at the end of his life, "I wish I had spent more time at the office". I'm obviously not knocking professional life, but it must be balanced with the other areas of life.

Similarly, we've met people who think of nothing but sex. Sex is wonderful, balanced with the other areas of life. Some people seem preoccupied with religion. Your spiritual life is extremely important, but again, maintain a balance. This also applies to education, physical fitness, and social life. Every element should be present, balanced so that you can enjoy your *total life*.

Throughout this book we have discussed how we can excel in our profession, which methods we can utilize to enhance our success, and how to be the best salesperson we can be. Do your very best, be the very best in your profession...BUT NOT TO THE EXCLUSION OF THE OTHER AREAS OF YOUR LIFE. All areas of life are important, and each should be respected. God gave us life to be enjoyed in all its segments.

Go ahead...live your life. Get the gusto in all areas. Enjoy it. And remember to laugh. You'll never get out of this world alive, so take things as they come. Be the best you can be in every area. Laugh at yourself and keep laughing. It's good for you.

I'd close by saying "good luck in your sales profession", but I think we both know that it's a

lot more than luck. It's skillful planning, keen execution, and *the right attitude*.

Remember:

**HARD WORK PLUS HONESTY EQUALS SUCCESS.**







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