Daryl Urbanski Interviews Glenn Livingston

DARYL: Hello everyone! thank you for joining us. I'm Daryl Urbanski, your host as always, and today I have a very special guest for you - a man who I've admired for years now. He's influenced me in many, many, many ways. In fact, his material was some of the first I ever dived into back when I was a complete newbie at this. I'm sure most of it went way over my head, but what a great introduction to marketing and the psychology of it all it was, and if you don't know yet, I'm talking about the one and only Glenn Livingston. Glenn and his lovely wife, Sharon, have been highly sought after marking consultants for billion dollar companies, Fortune 500 companies like AT&T, American Express, Exxon, Citibank, Hallmark, Kodak, Kraft, Lipton, Panasonic, Mastercard, and Whirlpool. He's a legend. In fact, I'm part of an online mastermind group that Glenn is in, and people talk about him like the Loch Ness Monster or Bigfoot or something. Like, someone calls like “Did you see Glenn? I’m trying to get him to answer my call,” and then he answers mine. So, Glenn’s great, great man. He's also very humble, very modest, and a real-life marketing ninja, and (to Glenn) you'd have to be to have sold over $20 million in consulting services to major brands like those I've just mentioned. Glenn also managed to put himself very deep into debt with a business project which came to an abrupt halt right after 9/11, so what did he do to get out of this? He goes and uses the system that’s been developing for over 25 years and enters 17 different niches all at once and all profitably. Not only this, but he then co-founded, helped build, and eventually sold a very well respected marketing agency he's worked personally with over thousands of clients, and as 25 plus years as a coach, he's helped countless (numbers) of them develop a very lucrative and fulfilling careers, including another guest of ours, Ryan Levesque, who took Glenn’s teaching and went and helped sell over $100 million for his clients, internalizing the system so Glenn is the real deal. He's also from a family of I believe seventeen colleges and three social workers and is the reason why, for years now, I drink a tall glass of water first thing every morning. Glenn, thank you so much for joining us today. I've been looking forward to this more than words can express. How are you doing, my friend?

GLENN: Thanks Daryl, it's an honor to be here. Why do you drink a tall glass of water every morning?

DARYL: Because in one of your videos, you were talking about how it helped you so much and was so beneficial, and it was like some indigenous tribes somewhere, like “We wash the outsides of our bodies…”

GLENN: Yes, yes, yes what I was doing an audio about selling with stories. Yes in Fiji and there’s this tribe that thought it was really weird that the Americans were taking showers in the morning. They said, “Why in the world would you wash your outsides first thing? Don't you want to wash your insides first thing?” Yeah, I got a whole story about their marketing with stories, and I went to buying a subscription to Fiji from that for a long time, too. But, thank you, I’m doing really well and I'm happy to be here.

DARYL: Well, it's an honor and pleasure to have you, and I’ve honestly been doing that almost every morning for years. I know you were like a leader or something at the time, but I just have a big tall glass. But it's huge. I feel it hitting my system. I feel it waking me up, and I think we talked about just for this importance of a morning routine and just hope you wake up and get ready for your day so that's been a huge part in helping me, so I definitely agree with that. I mean it - sometimes it's the little things, but it's just even stacking habits that can have a huge impact on your life.

GLENN: You start the day off right, and it just keeps going right.

DARYL: So now, how did you even get involved in marketing? I mean, you've got a long career in this, you've been doing a ton of work for some big, big names, you've done most anything anyone in our profession could want to add to their resume. So how did you even get going on all of this?

GLENN: Well first of all, I owe my wife a lot of credit all along the way, including, by the way, that recovery from the debt. It can sound like those 17 profitable niches paid off the two million dollars that we lost, and that's not really true. It was a part of it, but not really. My wife deserves a lot of credit for what she was doing at her side during that time also, so I want to say that she is also the reason that I got into marketing. I've always thought of myself as a psychologist first and foremost, and the difference is - you know I come from a family of a psychologists and psychotherapists and social workers and everything like that, and I forget exactly how many people have licenses and how many people are, you know, lay psychotherapists, but the family profession, and everybody kind of settled down and became a country doctor, for lack of a better metaphor, and to me, it's nice to be a country doctor, right? You help maybe 40 or 50 people in a given year that are working with you weekly or bi-weekly and maybe help their families a little bit, and you know, over the course of a career, you help a couple thousand people, but I wanted something more. When I was a little boy, I remember going to show and tell in kindergarten, and people asked me what my dad did, and I said, “Well when people are unhappy, he makes them happy.” That's what I wanted to do, but I wanted to do it on a broader scale, and so I originally got to marketing because I thought that psychoeducation was a way to educate the masses and given the tools to, you know, now I would say lead a contented life when they were not content. I think that trying to be happy all the time is kind of moronic pursuit, but to make a long story short, I married a marketer, and I got more and more interested in what she was doing and I I had skills that she didn't. I went into a more scientific psychology program, and she going through more of the creative psychology - humanistic psychology program, so I had the ability to quantify what she was doing with these big companies. She was doing all these really soulful interviews and conversations and figuring out the emotional reasons for purchase, but before a big brand would want to put $50 million into an advertising campaign, sometimes they would say, “Well, can you prove that to me with numbers?” And the problem was that you take these soulful conversations, and then you try to put him into a survey, and that just would take the soul out of them. And so I built these observational studies and these inferential statistical protocols that would really do what she was doing, but in a quantitative way that I could get up and show charts and graphs and prove to the CEO that this was the way that they should go. And that's how I got involved with marketing. To start with, it was really more marketing research than marketing, but you know, the problem with that, although it's really lucrative, is the travel and the politics. I had to travel to Japan and back for a one hour meeting one time. Seriously, I went I got to play New York took a 14-hour flight, get off of the Tokyo airport we organized the researchers from China and Singapore and Japan all came to the Tokyo airport. We met for an hour. I could tell some funny stories about what happened that meeting because I had no idea about the Japanese culture, and then I turn around I come home, and that was the kind of thing that was becoming necessary. This was just as the research industry was becoming much more global, and, you know, I was trying to run a psychology practice at the same time, and I was working with suicidal people, and it really didn't match, and I couldn't be traveling around the globe like that.

DARYL: You can't call your suicidal client and be like, “Sorry, I can’t make out meeting.”

GLENN: You can’t do that. So, we tried to we tried to get out of the very lucrative, very interesting but exhausting politically complex consulting industry. We tried to get out of that by going to the other end of the industry, which is running a research facility, so that all the people who are selling intellectual capital who are consulting for large agencies - we decided we were going to be the ones that gathered the research participants and hosted the conferences and had one-way mirrors in focus group rooms and internet streaming, which was first just coming onto the scene back then. What I learned at that time was that I don't think you can just jump into something else without researching it. I didn't apply my own stuff to - we lost a lot of money. It was right around 9/11, and it was in New York, so it didn't help, but we were losing money anyway. And, you know, we found ourselves deep in debt, and I had told all my patients and all of our clients that we weren’t doing work anymore - we're just going to run this facility, and that was a mistake also. Just jumped ship 100%. So I was forced to kind of step back similar to the Gary Halbert gun to the head mentality where I say, “Well look, I've got to make this work now, and I'm 40 years old, and I don't have a practice, and my wife doesn’t have an income, and I don't have an income,” and, you know, we're still two doctors. We’re still very skilled, and we built ourselves up by applying what we knew about psychological research to our own projects, and I started out with the really small stuff you know. Guinea pig…

DARYL: Guinea pigs - I remember you talking about the difference of search traffic.

GLENN: Yeah, if you can intercept people and ask what they’re looking for, it tends to differ upon some things as small as one letter of the search phrase. People searching for “guinea pig,” if I remember correctly, wanted to know what a guinea pig looks like and how big they get, and people searching for “guinea pigs” were more likely to want to know about how to take care of them and how long they live and whether they are okay with kids. And then obviously, there are marketing implications for that because if you intercept people and exhaustively ferreted out those differences, you could then segment them into two different marketing funnels which address what you already knew they wanted, which would say, “Oh wow, this is like psychic prediction.”

DARYL: Right, which is so powerful in marketing. I mean, that's a huge, huge thing. That's the Holy Grail right? It’s to enter the conversation going on in people's minds. So, where did that kind of lead you along? I mean, you started doing guinea pig and small markets and small little info businesses, if I'm correct. It was out of Paper Click and basically your own survey formula, correct?

GLENN: Yeah, it was like a variation of the underachiever’s model if you remember what that was. You'd run an ad that said you know everything you need to know about guinea pigs all in one place, and then they click on the ad, and live in a page that says, “I'm writing a book about guinea pigs, and if you'll just tell me your single most important question about guinea pigs, I’ll give you a copy of the book,” and I said, “Well, that's really a simplistic model, but it's a very powerful model because it runs on the notion that marketing is just asking people what they want and giving it to them, and it’s a lot easier to know what people want to hear from us than if you sit around in a board room guessing about it and spend millions of dollars doing it,” which is a lot of Madison Avenue does. So, I added elements of, you know, if you ask people how difficult it's been for them to find what they're looking for, then you can start to isolate things that are market gaps as opposed to things that they could find for free on the first page of Google or easily find it with other vendors. I would ask them why they were looking for it, what it would mean to their life. I don't know how much you want me to talk about this – I’ve talked about this in a thousand other interviews, but you can find that it's better to know that the reason this woman is searching for how long guinea pigs live is because the last pet that she got her kid was a hamster, and it died after six months, and her kid was devastated. As a marketer, that gives me a much richer canvas to paint than if I just know she wants to learn how long these animals live, so I would be adding those types of things, and then I would do all kinds of statistics and looking at different segments and breaking the market up into funnels and looking at the key words, and it’s actually a very sophisticated process. It turned out to be mostly for people who want to play in the deep end of the pool. I actually call them propeller-headed geeks or geeks who live in Jock's bodies like me. Yeah, and so, intriguingly that was not a multi-million dollar business, teaching people how to do research. It was a lot of fun, but I started teaching about it. I was asked to speak about it because they had some real success in all these different markets. So I started teaching it, and so I think, “You know what? I'm going to have to build a real solid multi-million dollar business.” I can't. I mean, I was making a few hundred thousand dollars, but it just seemed like it was going to go on like that forever, and I was in all these different - I was so dispersed that I couldn't really focus on any one business, and how I was going to develop the back ends. It was driving me crazy, so I decided that, you know what, all that work was just to develop the forgo, and that's what that was all about, and I did that, and I proved it, and I got out and I spoke about it, and I got a little famous for it when we went to the seminars, and then people started asking, “You know, gee Glenn, this is real deep into the pool kind of stuff. You think you could do it for me?” and if I was going to do consulting again. I decided I just had to charge a fortune because I made a lot of money consulting for big companies, and the only difference here was that I could be home, but I just didn't want to be in my 40s trapped consulting for everybody else. So, I got a partner. We started an agency, and that became racket clicks and it grew to 21 people, and it did very well. Painfully - it was painful, I’ve got to say. It was a painful few years, and I went up selling my shares in the company to a good partner who I still talk to to this day as her friend.

DARYL: Yeah, I think it was where you guys just launched shortly after Ken’s last system. I remember you guys doing a plug for their software. It was phenomenal the way it optimized. Anyways, I don’t want to go on a side tangent, because you’re telling a great story, but I just remember that. I think it was 2011, 2010?

GLENN: No, I think we launched it in 2008 actually. Anyway, but that was a good experience. What was really valuable about that was up until then, I saw my own results, and when I started doing that - I had done a little bit of business coaching before that - but when I started doing rocket clicks and I dug into literally over one hundred people's campaigns because we would have them apply look at her campaign that would look at their whole funnel, and I could really see the dollars into dollars of results of what was working and I wasn't, and I could see how people were making money in spite of themselves and just how many undervalued assets were on the table, and that was a real experience.

DARYL: So, what are some of those? I mean, what are some of the insights that you got from looking over hundreds of accounts? How are some people, I mean obviously that's a lecture, but are there any tidbits you can give us?

GLENN: Yeah, so it was almost the opposite of how I was approaching advertising at the time. I was hyper-segmenting things, so when I would run a campaign, I would run, you know, 35 different ad groups that are centered around a particular keyword. I was looking for the differences between keywords, and I was trying to hyper-segment things so I could leverage the “Hey, this is exactly for me” effect because at that time, I'd ask myself, “What do I know always works in marketing?” What always works is what people think is exactly for them, so if you've read an ad word campaign, and you split off the keyword, and you’ve built another ad specifically for that key word, and all of a sudden, you get a higher click-through rate - you know with experience is. I am trying to leverage that to the nth degree. But what I found was that first of all a lot of the bigger businesses seemed to be making money on very few keyword groups. This was back in 2008. Things are a little different now, but it's like they started with a bull's eye and they expanded out from there, and we had, you know, one primary offer, and they really were more minimalistic, at least the successful ones that I saw. They were more minimalistic than my approach had been until that point, and so I kind of decided to conceptualize this bull's eye hyper-responsive approach where you really had to define the center of gravity online you needed to figure out because the Internet is indexed by keywords. You really need to figure out what you want your site to be about, like if it could only be about one keyword. What's your dead center? Where do you live? How do you position yourself online? And if you make a really strong center of gravity, it would radiate outwards from there, but if you didn't have a strong center of gravity, then you would be floating.

DARYL: You wouldn’t be well-rooted. That makes perfect sense.

GLENN: Right. So my classic example is if you want to break into the weight loss market, it was better to do something about emotional eating because the people who would respond for an ad about emotional eating and land on a page about emotional eating were much more likely to be convinced by an offer about emotional eating, and it took you out of the competitors. You had a half a dozen competitors, and right and then, you were really, really strong in that keyword.

DARYL: But the difference for them was not to have that. Is that correct?

GLENN: You know, they kind of sort of did, and that’s what I'm saying. I don't think I did originally. I think originally I was successful because I put up 35 ad groups, and you know, 15 of them would begin to work, and then I would work on segmenting and developing, you know, these crazy complicated funnels, and that turned out to be really not - I guess the best way to put it is that I think that segmentation is a multiplier, but it's not the most efficient way to start a business. The most efficient way to start a business is more of a lean startup concept, and you don't want to start applying all of the multipliers until you have traction to start with, and that's what these businesses were thinking and how I was thinking.

DARYL: Got it. So let me try to paraphrase or recap. So you're saying that for the most part, like the segment out will get you a greater response, it will multiply what you've got, but if you have zero, then segmenting a lot isn't going to do anything. You need to kind of establish a baseline - a core: a core avatar, a core product, or a core funnel, and then when you have that established, you can optimize it and multiply its effectiveness by enhancing your segmenting, but you don't want to do that too soon. Is that kind of correct?

GLENN: Yes, because what's appealing in theory. There's a lot of things we could talk about that almost always improve the businesses marketing funnels economics but what's appealing in theory doesn't necessarily take into account resource allocation, and if you develop a hyper-segmented funnel, that becomes a lot to manage, and you really need to know how much that's going to pay off before you start executing that, and that's why Ryan Levesque took this approach to the nth degree. That's why he only goes after a very particular kind of client, right? If you listen to the interview that I’ve done with Ryan, he only goes after claims that are doing - I mean usually these are as much as a million dollars a month, definitely a million dollars a year in direct to consumer, high volume markets because that's where segmentation leverage can really pay off: once you are already doing a high volume of transactions and you can do a lot of testing, and it makes sense to allocate that level of research versus to do exhaustive segmentation. Now sometimes if you've got something that’s kind of sort of working, you can bring it over the profit line by segmenting it, but I think that earlier on, I was just kind of fascinated like a geek because I just really liked the idea and hadn’t played it to the end result.

DARYL: Got it. So, if you were to redo, you know, instead of launching all 17 but if you were to launch a new business now or to take on a new endeavor, like, what would be your approach then?

GLENN: For the last five years, I could talk about to find an archery target. I talk about hyper-responsive research process where you define a bull's eye, and you define a series of concentric circles around it, and no more than six concentric circles. So I really look for six keyword groups and you go through the Internet looking for who's winning the game. So I defined an archery target.I want to know what I’m aiming for, and that includes a bulls eye which might be emotional eating going to include some related keyword groups around it like maybe it would be binge eating, overeating stress eating, and I make sure that I know what the boundaries of that target are. So it wouldn't go all out to weight loss because that would be too undifferentiated, but it would go out to stress eating, and I study what the competitors are doing with those key words, and I study what the bestselling books on Amazon are, and, you know, what’s the table of contents and what's the language, concerns and objections in the Amazon reviews, and I look at other language and social media, and I kind of gather and organize that in a systematic way so I can take a really good guess as to how to put up a site, and then I run a survey on that site. You can see an example of one of those surveys at screwyourdiet.com. The survey that actually on the landing page - when you click the action button on the page the survey to see the survey but I put together a whole website, and then I would run the survey, and I use that to gather all the information about the kind of print that I have to produce and then when I'm launching it in pay per click I actually start with just one key word. I start with the bull's eye keyword, and I usually start in Google because I think – not that they're necessarily the friendliest - but they've got the best system, purest traffic, the most intelligence that I can gather from it, so I start with Google and I expand outwards and look to see what other keywords that they start exposing me to if I bid on a broad match for, you know, emotional eating, for example, and then usually that will be the key words that I research because I did the original keyword research in Google but I’ll see where itgoes because it really imperative at this point depends on what people empirically respond to, and from there I let it get a clear path as opposed to trying to segment from the beginning and then if it's working, then I'll think about segmenting later on.

DARYL: Got it. Now for anyone who is listening that may not know the importance of keyword research, I mean, what a lot of people may not even think about or realize is that, you know, for years, we all wished that we could read other people's minds and know what they're thinking, and with the Internet, you can, and although it's a casual term thrown around. Keywords, you know, that's what you're getting you're getting the thought people are having when they go to the Internet. Correct, Glenn?

GLENN: Well what I like to say is that keyword searches are compressed conversations people wish they could have with a loving uncle or aunt. If I am overeating chocolate, which I've been known to do, I really wish that I could go talk to a loving aunt and say, you know, “Aunt Sheila I can't stop eating chocolate it's driving me crazy, I'm twenty pounds overweight my triglycerides are too high and I really have to stop. What should I do?” and she would go “There, there now Glenn, let me tell you about when I had to sit and work with these other people who have it, and you know what you need to do: X, Y, and Z,” but I can't say all that in a search engine. So what I type in is “emotional eating” or “stop eating chocolate,” right? And your job as a marketer is to decompress the compressed keyword phrase and figure out what that original conversation I was trying to have with my aunt would have been, and the way you do that is by looking at the bestsellers on Amazon for “stop eating chocolate,” and then look at the book reviews for those bestsellers, and within those book reviews, you're going to find very emotional language.

DARYL: On both sides: the positive and the negative. The negative reviews are just as valuable, right?

GLENN: Well, the negative reviews will represent things that will stop people from buying, so those are objections you’re going to have to overcome when you’re marketing. Let’s say you look there, then you can go to search.twitter.com and look to see what people are tweeting about: “stopping eating chocolate…”

DARYL: Is that the new one? Because you recommended one before. It was Tweet Grid, and it doesn't work anymore.

GLENN: Tweet Grid doesn't work anymore, yeah. So search.twitter.com is the needed search function the Twitter provides, that will always work, but there used to be a free utility, if they still offer utilities, but I used to recommend Tweet Grid that would set up a marquee kind of like an ongoing scrolling Twitter conversation on you're keywords and you can enter the whole archery target not just one keyword, but I could have a marquee going for emotional eating with stress eating, binge eating, or overeating and start to see what the difference is between them. What you can do now – there’s something called Hoot Suite, and it's a little beyond the scope of what I can do in an interview to show you how to do that, but I’m sure you can figure it out. You can use Hoot Suite to add Twitter feeds to your Hoots Suite account, and you can do the same thing you used to be able to do in Tweet Grid, which was to set up a series of marquees so you could be bathing in the conversations. It used to be you had to go to a trade show. I don’t know if there's a trade show for chocolate, but there probably are trade shows for people who want to keep eating chocolate.

DARYL: Chocolates Anonymous.

GLENN: I mean they're probably is a Chocolates Anonymous. You’d probably have to go find Chocolate Anonymous and hang out with them to hear all the stories of people and how chocolate was interfering with their lives and how they finally stopped, but now you can be listening in social media. You can also you know search Facebook for those types of conversations. You can look for groups in Facebook where people are talking about - I don’t think you’d find a group of people that are talking about stop eating chocolate, but I think you would find one about stress eating or emotional eating, and that's how you start to read their minds, and ideally, you invite people from those groups to talk to you. Sometimes you have to pay the few bucks - it's better if you don't have to.

DARYL: Wait, you actually talk to prospects? That's so crazy.

GLENN: I've got to tell you, it's really hard to convince people to do this, but there’s nobody that ever told me they regretted it.

DARYL: But now I want to bring up a point. Because online research is so powerful because you get a lot of the candid conversations people are having - I remember you were talking about some focus group that was being run, and they're trying to get people to choose between various products, and they kept them there for a number of hours, and at the end they're like, “Thank you for coming in,” and I think they're getting some sort of check or something, and they're like “Oh, by the way, you know our supervisor or whoever, so you can actually take one of the products home with you, but only one, but feel free to pick whichever one you want,” and that that was the actual test. Because in the focus group, people tell you what they think you want to hear - what their opinions are - but then when you do that, they grab the product that they actually wanted. And so with online, that's a really good way to kind of listen in candidly and hear the real conversation people are having. That something I've kind of always wanted to ask about that, because obviously it's something that I felt has made me hesitant in using surveys because I'm, you know, how do you trust the data that you get when you do get someone on the phone and they tell you. Is there any kind of a rule of thumb?

GLENN: Okay, so those are good questions, and research data exists on a onfidence continuum, so at the very best, there's research that you do to generate hypotheses, and there's research that you do to confirm hypotheses, and like the people who say that you should only do qualitative research, what they're missing is all what is the input for that research, and is the input for that research scientifically determined, or did you pull it out of your butt? And so I've always believed that you need a thorough approach to marketing research which incorporates both qualitative and quantitative methods. So I gave a talk on the four corners of marketing research, and you have to say this: that there are four ways to listen to the market. You can listen with your head, or you can listen with your heart. Listening with your head is listening ways that can be quantified. Doing a survey is listening with your head because you're trying to tabulate and quantify the results versus listening with your heart, which is having a squishier conversation. You’re having a more heartfelt conversation when you follow the prospect wherever they want to lead you. You try to engage them emotionally. When you do that you're admitting that you are necessarily influencing the prospects more than if they were taking a structured survey online and certainly more than if they were buying or not buying, and you were comparing in a scientifically controlled experiment. So there listening with your head versus listening with your heart, and they're listening to what people say versus what people do, and if you put those four together, it becomes a quadrant, and you want to attack the market from north, south, east, and west if you can, but I tell people to try at least two, and one of them should be quantitative, one of them should be qualitative. So let's just talk about the different ways you can do that if you're listening to what people do in a quantitative way to listening with your head to what people do, then you're doing a quantitative test. You’re doing an A/B split test: this headline verses that headline. You're only counting which one people buy from, and you can definitively say when that's done, you know, “Headline B won by 32% with a statistical chance of error of less than 3%.” Now that's great, and that's how you protect a system that's already working: you only change it when you find a statistically significant difference in what people do in a quantitative way, but the problem is you don't know why Headline B won. And because you don't know why Headline B won, you don't know what you need to test next and you don't you don't know if there are other products that you should be developing or other ways you should be talking to the customers. You just know that Headline B won, and you can kind of have a guessing game as to why it might be, but you don't really know. On the other hand, if I listen with my heart to what people say, and I go and I talk to them, and I show them Headline A and I show them Headline B, and I asked them what they think, I'm going to have a lot of really good hypotheses regarding why they're choosing Headline B versus Headline A, and that's going to lead to a whole bunch of other ideas that I can test to improve the business, so they're both incredibly valuable, and the idea that you should only do quantitative science is really very restricting marketing and elsewhere. You can listen to what people do with your heart also, by the way, and that's called ethnography. That's not personally interviewing people. That’s something that Jane Goodall did out in the jungle, where she lived with the monkeys or gorillas.

DARYL: “Gorillas in the Mist,” that’s right. I’ve actually been to Uganda, so I know what you’re talking about.

GLENN: Right, and we've actually done studies. We did one for Lipton where we couldn't figure out why people continue to buy tea when it was leaking, and Lipton couldn't figure out how we were dealing with the fact the teabag was actually leaking into the water, and it was a hard thing to ask people because they kind of forgot about it if you try to have a conversation with them, so what we did - we sent people into their houses, and they just had a video camera, and they watched them. They were instructed not to really interact with them, and they just go out and they watch them, and then later, you analyze the video tapes and try to figure out what's going on. So when you know there is some interaction and influence, but I guess what I'm saying is there are all these methodologies, and they all have their downfalls, and they all have their strong points, and if you combine several of them, you’ll get an accurate picture of the market. It's kind of like the three blind men and the elephant: you need all three to figure out that you know it's actually an elephant, not just a tree or, I forget. So that's the answer to that. There are also ways, Daryl, when your interview people to interview them less obtrusively, but you can't really ask people their emotional reason for purchase. You can't really say to people, “You know, do you choose the American Express card because it makes you feel important? Makes you feel like you're a high status person?” Yet, you can't really do that because it's not socially desirable for someone to admit that in front of another person, so there are alterations in questioning techniques that we can use to get at that information without asking directly – kind of de things in a game-like way. Maybe we’ll have them, you know, look at the American Express. Imagine they can see the American Express Platinum card on a door, and they can also see the American Express Regular card on the door, and put them in a relaxed state and tell them to walk through those doors and see what they see and hear what you hear and feel what they feel in just an imagined, entirely different scene, and I had them talk about what they saw, and then it becomes really clear why they like one versus the other. When you do that with enough people, a pattern emerges. So there are things like that, which are called projective techniques, which minimize social desirability bias, and they minimize the subjects' tendency to tell you what you want, because they don't really know what they’re getting if you're asking them to play this weird game. There are ways to minimize that, but the bottom line is it's still a little bit squishy, and it used to be tested afterwards.

DARYL: No, I appreciate that. That's very, very valuable because I think a lot of people listening to this call - that's what they're trying to figure out: how do you get in tune to your market? I mean I read a book recommended to us by another guest called *The Discipline of Market Leaders*, and the book was basically talking about how every business either leads, either because it's operationally superior - something like Wal-Mart where they can afford to sell at – the company so efficient, their margins are so small that they just crush their competition as far as, you know, convenience and effectiveness and cost. Other companies have the best product, but it may not necessarily be the cheapest, and that's like Apple. And other companies - they just, like you said, like that “it's built for me,” that custom feel, and I think all of us want all of that, right? We all want optimized businesses and we all want the best products that we can deliver and we all want to tune in, but, especially for you, I think that figuring that part of it is really difficult for a lot of people, and I know some people that, you know, they make money hand over fist in the market, but they're frustrated because they don't even know why. I mean I have a client that was doing $25 thousand a month, but they sell to their parents, and this is literally what the one lady said: “Parents are fickle. I don't necessarily know why they're buying,” and so this stuff is really helpful. I know for you, because you sit in it so much, you make small hat, but I think it's really valuable for a lot of our listeners, and I definitely hope that they're taking notes, and if there's anything you jot down, please listen to it again.

GLENN: I'll tell you something, that’s incredibly stupid? It just drives me crazy, but I see it over and over and over again. The people that have successful, unliked businesses, and they've never interviewed their customers. I know people who have multi-million dollar businesses, and they've never interviewed her customers, and there's just so much gold sitting on the table if you send out an e-mail and say, “Hey I'd like to talk to you for a couple of minutes. Could you please reply? I just want to find out how are we doing, how can we do better, how else can we serve you,” and you know, spend a half a day talking to those people, and you just won't believe what you find out.

DARYL: I think that's very valuable advice for sure, and I know that something that peaked my interest that you said earlier: people making money in spite of themselves, because I know some people doing that too where I just see them doing things like, just backwards, and I’m like, “How are they making it?” but there's more to being successful at a business, I guess, than market research and knowing your customer, apparently. But that's really powerful. So, it's evolved for you over the years, like in vast ways and had a profound effect because you originally started with simple surveys, and now you're getting more and more in depth. So now, I guess, when you work with clients, what are some of the key mistakes you see them making in key places? I mean, you mentioned that that they haven't talked to their customers, that the biggest mistake you see most people making that they don't have any knowing…

GLENN: No, no – are you talking about beginners or people with existing businesses?

DARYL: People with existing businesses.

GLENN: The biggest mistake I see people with existing businesses making is chasing traffic and diversifying, trying to go after efficiency, when what they really need to do is improve their conversion of the whole system. Traffic is really driven by conversion. If you can afford to pay more for traffic because you convert twice as many customers as everybody else, twice as many prospects as everybody else, and if you have a higher lifetime value than other people - you can get all the traffic you need doing that. It's much more effective. But I still find that most businesses don't really understand how traffic really works, and I also see - and this in part an artifact of the fact that I taught in pay-per-click circles, and I owned an agency, so a lot of my followers tend to be pay-per-click thinkers, but you know, Google, Facebook, and Bing are not the only places in the world to get traffic. And I think I see people just feeling way too dependent on Google in particular, and, you know, getting stuck. Another mistake that I see is resource allocation, and I mean – well okay, it's kind of like what we talked about with the segmentation, but I think people tend to have too many projects going and not enough discipline with regards to which projects they’re really going to execute this month and up and try to execute six projects at once, and none of them actually get out the door to make the money when they should be putting six units of effort into one project they can get out of the door and make money and then move on to the next one. You see that a lot.

DARYL: Yeah, I was laughing because that’s me. I'm definitely guilty of that. I'm not happy unless I have eight things spinning, so that's definitely…

GLENN: You know, as entrepreneurs, we don't have parents to tell us not to at cookies, right? So whatever cookie shows up in front of us we just kind of grab at it.

DARYL: Or with chocolates - eating chocolates at Chocoholics Anonymous.

GLENN: They're willing to work 23 hours a day with nobody telling us what to do because I'm not willing to work one hour a day with anybody is telling us what to do. There are downsides to it also.

DARYL: So articulately said. I love that. Those are great tips because that's something I learned from Ken McCarthy, a mutual friend and mentor both of us at some point. It’s that traffic - you can just write a check and get more traffic - but what really matters is the conversion, and like you said, being able to capitalize on those people. Now, can we talk about that a little bit? Like some of the key tenets of conversion? I don't want to encroach on your time too much - I know you've got a hard stop - but I just wanted to hear some of those points because I've heard a number of times (that) you know your conversion is good enough you can write a check, but what do people do if they're not getting the conversions that they need?

GLENN: Well unless maybe goes back to the biggest mistakes I see business owners making. People think conversion is all about copywriting, and copywriting is a part of it it's kind of how you package it all up but really it's the match of the offer to the audience, and if you're not getting good enough conversion, probably the first place to look is not tweaking the headline board changing the color of your site or you know adding another story. Probably the place to look is - is the offer well matched to the audience, and is it strong enough? People tend to underestimate the cost of customer acquisition. They’re really trying to make money on the front end product, and they're not willing to pay enough either in value they were giving the customer or, you know, in the discounts or time that it takes to actually take care of the customer for the first offer. Customer acquisition is a really expensive process, and when businesses get caught up in the efficiency of customer acquisition, they actually wind up spending more money in the long run. What you want to do is try to engineer things so that you can afford to pay more to acquire a customer, and you want to be able to make ridiculously valuable offers that people really can't walk away from.

DARYL: Right, that way it will lower your cost of acquisition because your competitors can't compete with that and you've got the best deal in the marketplace.

GLENN: And so that the classic example - I have a friend in the gym who's an advertising salesman for Spectrum, and he works with all of these local vendors. And he says people who come to him say, “Yeah I'll be happy to make an offer for your readers. I’ll give you a 15% off with this coupon.” I’ll say, “I want you to give them a free dinner.” That's because the value of these people if they come back over and over and over again, but most businesses don’t complete with the lifetime value of their customers, so that they don't know that.

DARYL: Right, and for anyone listening, if you're not aware of that, the lifetime value of a customer is basically the dollar value of your relationship with the client or customer over the term that they do business with you. So I've heard a few different places. They cite, you know, an average of six years. Most businesses have fresh new customer base for the most part, so sometime within that six year period, it depends obviously on what you're selling, but how much money you can expect to make from your average customer in that time. And so what Glenn's talking about is just knowing that number so you can give away - you can put together something on the front end, you know? And maybe it's like a loss leader, essentially. You sell it, you might even lose money because you know you're going to make it up over the relationship with them, and you're willing to invest in the relationship with them and also kind of differentiate you from your competitors because you're giving away phones for free when everyone else is charging $500-700 or whatever. So really, like, for you, if anyone feels like their sales letters aren’t converting, their webinars aren’t converting, or their sales reps aren't really able to sell, that they need to perhaps do some more of this heart and head research analysis and make sure that they're really in tune with what their client's problem is and that they're making a compelling offer that's really hard to walk away from and may not even make the business any money to fulfill on that just to get a baseline of people who've been able to help, who love you and who will tell you how you can help them next is that. Is that articulate? Is that accurate?

GLENN: That is accurate, and the second thing to consider after the offer is do you really have a unique differentiator? Have you given people a reason to do business with you as compared to all the competitors and as compared to the option of doing nothing?

DARYL: Can you give us an example of someone who's got a good differentiator so that we can know what you mean? I mean, like something that sets you apart from everyone else as opposed to being me too, and another one that does X. Y. Z. So having like a tenant, like you're the fastest, or you've got the best product?

GLENN: Yeah, that can be one of them. It would be a place where you could say, “I'm the only one who did this,” or “I’m the only one who does that,” and really prove it. We're close to being able to do that in our coaching academy. We don't have enough proof you have to say we’re the absolute, most powerful organization to help you work at a thriving practice, but we can say we’re one of the only. We’re starting to be able to show more proof than other vendors have, and if we could really build a moat around that, you know. We’ve been in business for a year and a half, and so we don't have enough coaches who, you know, have million dollar practices yet, but when I get to the point, when I have got 30 or 40 coaches like that and I can display them on the page and have an independent study done by some third party that proves we have a higher rate than all of our competitors of success, that would be a differentiator. Back in the days when I sold. E-books? Radon this invisible gas it causes lung cancer, and the state minimums for an acceptable level of radon to allow a house to pass from one owner to the next without being addressed for radon mitigation, it turns out that it was still possible to get cancer below that state minimum. So if there is a business that said we have the only real mitigation system drops the level to proven safe levels so that your children aren’t exposed to radioactive gas that can cause lung cancer being X. Y. Z.-level, then that would be a differentiator

DARYL: Got it. Okay, thank you, Glenn. Thank you so much for sharing some of this knowledge and wisdom with us. So you've got to have gone through all these different phases. I mean you did the corporate thing, you did the solo printer thing, you did the agency thing. What are you working on these days, and what are you really, really excited about?

GLENN: Well, what I'm probably most excited about is training and certifying business coaches. I also train and certify life coaches, but I’m probably most excited about training and certifying business coaches with my partner, Terry Dean, because I feel like, you know, it's one thing to record a bunch of lectures and get paid for people to listen to the tapes, and it turns out, because they're really playing in the deep end of the pool, that there are a lot of businesses out there that are making millions of dollars because of what I taught them, but my implementation rate is just not high enough, and I'm not satisfied with 10% of the people actually doing what I teach, which is actually reasonably okay compared to other people that teach marketing because, you know, like Dan Kennedy says, “People have books, but they don't read book,” but that's not satisfying to me. Going back to wanting to make a real impact on the world, that's not really satisfying to me. I can make money, but I don't spend a lot of time doing it. What really excites me is teaching people how to go out and coach other real businesses where they can see an impact right away. That's what really excites me because I feel like that's where the systems and tools that I've developed over the years have the most impact, and the other problem that I think that it solves is that there's a lot more to running a business than just knowing how to market it, and I think there are a lot of people probably listening to this call - certainly a lot of my audience who genuinely knows marketing really, really well and if they had a business owners trust, they could monetize that knowledge very quickly, but they haven't been able to monetize it themselves because they're not necessarily so good at operations or sourcing the right product or managing employees or dealing with taxes or lawyers or managing their time in the way that is necessary as a business or delegating and all that kind of stuff. But they really, really know marketing, and if they could just add to that a set of tools, that would help them to be credible and get up and running quickly, you know, as a business coach, and they could locate the businesses that had undervalued assets, and you know how to attract them as a client and sweep them up, you know, demonstrate their expertise pretty quickly so that they can pay for their sessions in the first couple of appointments. That's what excites me. When people come back and tell me stories like, that's what excites me, and so that's what I'm working really hard on these days - is developing the business coaching academy in them. Believe it or not, the personal coaching academy goes hand in hand with that because when you're coaching a business, you're not really coaching a business. You’re coaching a business owner, and so business owners it's not just about giving them information. You have to get them to actually execute the information, and that gets into relational dynamics and why people are afraid to do what's really in their best interest and how to overcome people's head trash in order to get them to cooperate and grow their business, so those are the things that I'm excited about these days.

DARYL: That's awesome, and how does someone get in touch with you if they're interested? I mean, some of the things that you're saying really hit me because I think you're right: I think that it's hard to be a jack of all trades and be successful, and people have to pick something to specialize in, and you obviously do your research because you articulate it very, very well.

GLENN: Yes, so probably the best thing to do is to go to growthaccelerationsystem.com. Growth Acceleration System, and you can read over the program that we offer. It's generally closed - we open a couple of times a year or so. If you’re here for what we're offering, get on the waiting list. There will also be a link to get into our free video training, and when we do have an opening, you can you can come on board.

DARYL: That's awesome, that's awesome. So what was the URL one more time?

GLENN: Growthacceleration.com.

DARYL: Growthaccelerationsystem.com, and that's to go find out some more information. Glenn, there's also, you say, some free videos and not for people inside?

GLENN: Yep.

DARYL: That's awesome. Glenn, I fully endorse your stuff because, I mean, I owe so much to my mentors and, you know, you were there in my early days. Watching your videos and going through keyword research with you and just hearing you talk about, you know, psychology of marketing and why people buy it, and I just, yeah - it's an honor to be - I called you today and I very very, very much appreciate your time. Please, anyone listening this: if anything that Glenn said peaked your interest, please do yourself favor and get on his list. He definitely knows what he’s talking about, and the results are everywhere. In fact, he's going to get third party endorsed.

GLENN: We haven’t made it to that point. We will do that within a couple years.

DARYL: Of course, of course, but it's already in the plan, like you’re just very methodical, and just I love - I mean, it's probably your scientific background, but I'd love that even with the two of you, like you and Sharon, and I can tell, like, the head and the heart, and on your videos, you guys talk back and forth, and I could see you, how, as a couple, it makes you just extremely powerful in any market you choose to go after.

GLENN: Thanks man, I think we make a good team.

DARYL: Yeah, definitely. And there's no shortage of any counseling help if you need it. Glenn, thank you so much for your time today. I do know you have to get going, so thank you so much for joining us. Our listeners: please, listen to his interview again, take your notes. Just think about what's actionable for you, what you can do for yourself, who you can delegate, or who you can reach out to for help, and by all means please, go visit growthaccelerationsystem.com.

GLENN: Doesn't have the world's best U.R.L.

DARYL: It's okay though, it's okay.

GLENN: You can also go to Free Marketing Audios, and you'll get on my list, and I will tell you when there's an opening.

DARYL: Perfect. So Glenn, thank you so much. I appreciate your time, and then all the best to you, and tell Sharon I said hello.

GLENN: Thanks. I'm going to run, but let me know if I can do anything for you.