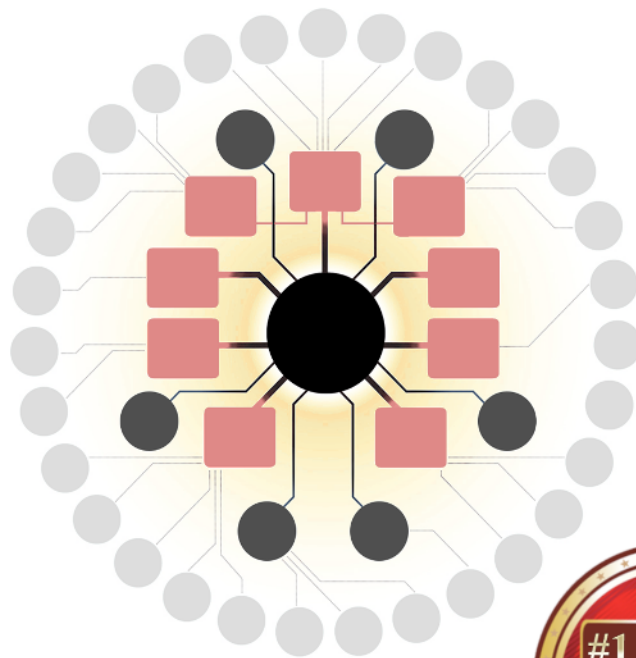


THE INVISIBLE ORGANIZATION

HOW INGENUOUS CEOs ARE CREATING
THRIVING, VIRTUAL COMPANIES



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FOREWORD BY JAY ABRAHAM

This excerpt from *The Invisible Organization* can be distributed freely.

Chapter 11. The Secret to Reach 95% of the Population

Marketing is *the art of building a relationship with your customers* (as discussed in chapter eight). So what better way to build a relationship than to “talk” to your target prospect five times a day? Did you know that 95% of the population listens to the radio every week? But you may say, “Radio is for big companies who have money to burn on building their brand. It’s not for my company.”

Spending money on radio for the sole purpose of building your brand is certainly not what I recommend. It is much more effective and profitable to use radio advertising to reach the targeted market you seek while at the same time building your brand.

Radio advertising is not as expensive as most people think. Here is how you can get national airplay: you can buy a single one-minute spot on several different SiriusXM stations for \$60 or less each. You may think, “In that case, we can do radio ads and have money pouring into our company.” Well, it’s not that simple, because without the infrastructure, systems and strategies explained in this book, you’re probably just throwing your money away. It won’t work.

How Radio Can Bring You Buyers Faster Than Any Other Source

When used carefully, radio can be the secret weapon to make a company’s sales explode through the roof in thirty days. It can be a hugely profitable way to increase your revenue—but only if you know how to monetize this tricky medium like an expert.

Most small companies have practically abandoned radio, turning radio into the domain of the large advertiser. The opportunity radio presents is

similar to the opportunity direct mail presents—it's an over-used relic of the last decade that has sprung back to life as broadcasters break through the stodgy, jingle-driven business they maintained for decades.

With a tiny budget, just a few hundred dollars a week, you can use radio locally to bring in more patients, more store visits, and even more web traffic. You don't have to be a huge enterprise to take advantage of this strategic marketing tool.

How do I know all this? It's because I ran millions of dollars of nationwide radio ads for Tony Robbins and Chet Holmes over five years as the CEO of Business Breakthroughs. I learned many of the dirty tricks that both stations and agencies can play on you when you are not paying attention. I want to peel back the invisibility cloak and show you how it's done from a client's perspective, so you can skip the learning curve and be successful quickly.

If you currently aren't advertising on the radio or if your campaigns aren't making you money, this chapter can help you “up” your game and get better results. You'll learn how to develop a solid and effective marketing campaign and how to optimize your radio advertising. You'll be excited to discover how to get the most out of your budget, your sales team, and the technology you use.

Don't delegate radio advertising to one of your Vice Presidents unless they already have experience buying and deploying radio budgets. Do it yourself and learn how it works first before you delegate. Stay in control because, as you will soon see, if not done properly, it can cost you a small fortune. From my perspective, if the CEO's job is to grow the company, then focusing on your radio campaign is an excellent use of your time.

Radio is more versatile than most people think. There are different forms of radio: traditional broadcast networks, satellite radio, Internet radio, cell phone broadcasts, podcasts, and non-traditional media.

It's not easy to decide where to focus your advertising dollars. That is where a radio agency comes into play. An agency is like a broker who works for you by finding opportunities, negotiating the best prices and coming up with new ideas to make you successful. Placing ads and facilitating marketing campaigns is an agency's specialty. They know how to maximize your marketing budget, because this is what they do every day.

The right agencies provide valuable services like crafting a radio or TV marketing plan for you and finding the best service providers. Some agencies have more options available than you may realize. Unless you are Tony Robbins and have massive credibility, it's best to use celebrity voice talent to connect with your prospects.

The Voice of Your Company

(I talk about Fred Catona in this next section who passed away on May 31, 2016. I miss him every day.)

It's likely that you are not well-known to the general public, but television characters like Captain James T. Kirk of the starship *Enterprise* are. My good friend Fred Catona, who is the CEO of Bulldozer Digital, a direct-marketing agency that specializes in radio advertising, was hired by Jay Walker, the founder of Priceline.com, to promote his crazy idea to build a company around complex behind-the-scenes bidding to get lower prices on travel and hotels.

Fred decided to take the same path many TV advertisers had in the past: hire a celebrity spokesman to represent the brand. He found William Shatner living in his pool house while renting out his main residence, which he could no longer afford. Fred hired Shatner to be the voice of Priceline.com.

While I can't disclose the exact amount Fred paid Shatner to be the voice of Priceline.com, I will say it was initially under \$10,000. Later, as the brand started to take off, Priceline.com awarded Shatner a lot of common stock, enough, had he held it long enough, that it would have been worth half a billion dollars at its peak. Priceline.com started on the radio, as did

FreeCreditReports.com. Fred launched both and is still involved in cutting-edge projects of similar magnitude.

A celebrity voice, the *right* celebrity voice, took this little Internet startup to places “where no man had gone before” and stands as one of the most celebrated startup stories to this day.

Known celebrities can be paid less than you might think. When starting a new campaign, you are in a good negotiating position to secure professional talent to read two sixty-second spots, which you can test for a few thousand dollars. If your spots prove to be successful after the testing phase, you won't mind paying more. Just make sure that you negotiate the contract in advance if the initial spots are successful. You don't want to be charged ridiculous fees if your spots become big and then have to switch to another celebrity.

Most agencies have a long-term relationship with their network partners, and you'll be able to take advantage of their buying power. In return they collect 15% commission on your ad dollars. (The commission can vary.) They want your ads to be successful so that you will increase your ad budget. Negotiate with them and challenge them to come up with new ideas. Make them work for you. Get them to record several trials allowing you to hear what your ad will sound like. Be vocal about what you know will work for you.

Don't think: “They know better.” They don't, and the best agencies will tell you that honestly. They can never know your business as well as you do. You are paying the bill—make sure you are getting what you want. Don't let anyone sell you on “brand building.” Some agencies may try and dissuade you from measuring results. Resist the “fancy talk” and force them to focus on your main objective...to generate revenue—actual sales! Results are always the bottom line. A great agency will support and aid you in measuring results to achieve this.

Agencies have access to detailed reporting from their networks. They typically employ an analyst on staff who can provide reports for you in any format you request. Your own virtual call center will give you a lot of data

about your callers as well: the phone number dialed, the caller's phone number and call time, how much time each call took, etc. Always measure the effectiveness of your advertising.

Encourage your agency to present new ideas every few weeks. When you are willing to experiment with about 20% of your budget and carefully consider and evaluate each new idea, you may be surprised what can happen. One time my agency suggested testing Classic Rock stations. I thought that it was a bit odd. Our spots started with the words "Attention CEOs!" because our "avatar" was the CEO of small-to-medium-sized companies. After listening to their advice, there was some interesting logic behind it, so even though I didn't think it would work, we tried it anyway. It worked quite well, because it turned out that CEOs in their fifties listen to Classic Rock stations. In fact, we reached a whole new untapped radio audience.

Don't be quick to throw out an idea. Sometimes you have to test it to see if it'll work.

Optimizing Spot Density

When selecting the stations, an agency uses CPM (or cost per thousand listeners) as their basis of evaluating the "reach" of each station. Reach means how many people will potentially hear your ad. That may be useful information if you're driving showroom sales. It's not that useful as a measure for anything related to direct sales. Ultimately, the most significant measure of an ad's effectiveness is the revenue each spot drives. Figure out how to measure that and stick with it.

Spot times are very important and obviously more expensive during drive time on weekdays. Check the "run reports" (which are reports that show you when each of your spots actually ran) and hold your agency accountable. Let them know you are only paying for the spots that run at the time you specified.

Spot density is also something you have to closely monitor. This is when your spot is sandwiched in between four, five or six other spots. Tell your agency that you want your spot to run first at commercial break and ask them to negotiate with the network for you to get that placement in the spot block. You'll notice that "first run spots" will get you more calls or visits. Will you get first run spots every time? Probably not, but when you do, it will make a difference in your results. It may be worth paying up to 10% more for first run spots.

You may not have to run your spots every day. You should look at your reports and see if you can find a pattern. Are your spots more productive on certain days of the week? Evaluate your program's success with the help of your agency on a regular basis.

Hacking the Agency System

For every little mistake the network makes, you should receive a "make good," a term used in the industry to appease a client who didn't receive the value he paid for. Never let them get away with even the slightest mistake without getting something in return.

Sometimes political events or breaking news will screw up your position on the pre-set broadcasting schedule. Don't be forgiving. Raise some hell. It's your money and your company. If your spot ran late, if they failed to announce you, if you were bumped or pre-empted (someone else "more important" than you was inserted into your scheduled time slot), or if your spot was cut short, then your losses are more than just the spots that didn't run. Your sales force is lined up and can't be on the phone with prospects if a spot is about to run. Demand that your agency fights your battle, and let the network know about your losses so that you get more "make goods" to compensate. If you have to, arrange a personal call with the network executives to let them know who you are that you're not happy.

In many cases, good clients get “Run of Network,” which are remnant spots that didn’t sell, most of which you wouldn’t want to buy anyway. They may run at 2:00 a.m. or on the fishing channel at noon. They are often on stations whose audience is not your target market. The network sometimes markets them as a high reach, low cost strategy. In general they are used as free giveaways, but if they are sold, they should be very cheap. Sometimes they’re allocated to the network’s best customers. Sometimes they’re used to boost results when a new client is testing a station or a network. Just be aware that they exist and pressure your agency to get your share.

Sometimes, if you are trying to determine true cost per caller, you will have to tell your stations *not* to award you remnant or Run of Network spots because they will skew your results, making your cost appear lower than it really is. This only helps the network prove to you how many leads (calls) you are getting, but it says nothing about the quality of those calls, which will obviously be lower if they are from untargeted sources.

Finally, there’s one type of inventory that most networks don’t want you to focus on. It’s called “Remnant Radio.” Remnant radio spots are bulk spots sold to resellers when they weren’t successfully sold by the sales force. These brokers or resellers fill an important role in the radio food chain. They are the bottom feeders. Without them, like any ecosystem, we would be in trouble. They take the unsold inventory and find buyers who can make good use of it.

The agency you work with should have a strong network in the world of remnant radio and other “exotic” options. You could end up on big-city stations for 90% less than their “rack-rate.” When you get them, you might notice a delightful spike in your call volume and wonder where that came from. Take a look at your reports. When you see a large inflow of calls at an unexpected time, they may have been from your remnant radio campaign placing you on a big city station. It’s a gift! Enjoy it.

The argument against using remnant radio spots is that they are unscheduled. Your best, most productive reps use the time between spot times to call prospects. They want to be free when the phone rings and the next wave

of incoming calls hits. They organize their workday carefully and don't like unscheduled spots interrupting their workflow. Remnant radio works against those careful planners and can randomly bombard your call center with traffic they didn't expect. It's not a bad thing. It's just something you have to be prepared to manage. Remnant campaigns can be highly productive.

Using TV Inexpensively and Effectively

As you can imagine, the cost of producing a full sixty-second TV spot can run into the millions. But if you are getting good results with your radio campaigns, there is a way to easily leverage that success on TV. Take your best performing radio spot and create a PowerPoint slide show around your product or services. Then overlay it with text and your 800-number to create a TV spot. It's inexpensive, and if done professionally, can pull quite nicely. We used it for remnant cable TV, and it worked great to drive down our cost per lead. Sometimes you may hear prospects or clients say that they saw your commercial on one of the more popular TV shows. That's the beauty of remnant TV. You never know when or where it's going to run. Don't be afraid to test, test, test! The results may surprise you.

Maximize Your Marketing Dollars

I learned how to squeeze every dollar from each spot by relentlessly following up on every lead we received. In most cases, failure to maximize marketing dollars is the result of poor follow-up.

From my experience, it's mostly due to the inefficiency of a company's internal lead-tracking systems. Salespeople don't always want to work on what they consider "old" leads. While the "true gold" lies in new, incoming leads, veteran salespeople know that existing leads are still viable and just need to be cultivated. When properly cultivated, this can make the difference between profit and loss for a company.

Use your CRM system to send creative and informal emails to prospects allowing them to learn about you, your product and services. This builds respect over time as long as you send them quality information. Then when that same prospect hears from your sales staff, they may be ready to become a client.

It's important to understand that leads have a shelf life, sometimes just ten minutes or less. The sales staff knows that there is no 100% connect rate on outbound call-backs to people who have responded to an ad. That is why every business must treat each single lead as the golden opportunity it really is: each lead has the potential to become a lifetime client.

Most business owners calculate the cost of obtaining a lead, yet few think about the value of a lead that has been lost, which could be *much* higher. Even though lost leads can be recovered with some diligence, it's better to manage them properly from the onset, because it's less expensive and more efficient.

IMMEDIATE ATTENTION REQUIRED for This Type of Lead Flow

Most marketing executives and business owners know about marketing and lead flow in general, and they assume that radio leads are just like other leads. This is a huge mistake that can be very costly. Let's review how "live media" lead flow works. It may spark an idea to improve your own lead flow system.

Leads come from various sources: AM/FM stations, satellite radio, Internet radio, and podcasts. It's critically important to understand that radio leads are not like other leads because of the fast response that's required. The best way to convert those leads to sales is by having them talk live to your sales rep.

Have you ever heard a great radio ad that directed you to a website? Did you stop to write it down? Or did you risk your life by going online while

driving? Probably you didn't do either one. And if you did pull over to write down the website, did you actually remember to look it up or did you forget all about it by the time you made it to the office? *It is important to keep in mind that people primarily listen to the radio in the car!*

It's a big mistake to send listeners to a website or to give them a phone number that directs them to a recorded message with a website. Most people don't make it to the website, even though they might have been very interested. By the time they get home or at the office, they have already forgotten about you. Likely they didn't even take the time to jot down the webpage, and remembering a radio spot from a few days ago isn't going to happen. Even if somebody does remember, the problem that seemed urgent at the time is likely not at the top of the list anymore.

That is why most companies who advertise an URL stop after a few weeks. The popular brands FreeCreditReport.com and Priceline.com were built entirely on the radio, as I mentioned earlier in this chapter, but it took a massive budget to make their radio campaigns successful. Later they expanded to TV and other mediums of advertising.

The best chance of closing a sale is when two requirements are met:

1. When interest is at a peak
2. When there is a real problem that must be solved.

This is why the *gold standard* for lead conversion with radio spots is to have live operators. A well-trained, skillful sales rep is the best person to convert a listener speeding down the highway at seventy mph from a lead to a client. His job is to find the pain point, which prompted the phone call and then close on the promise of the solution. This is what works. Nothing else even comes close.

Many leads are lost in the first few seconds the phone rings. How can you plug the leaks? Just imagine yourself listening to the radio while driving to

your next appointment. You hear something that grabs your attention. You wonder whether you should call or not. “Maybe this can solve my problem,” you think and you dial the 800-number-number.

- Scenario a: The phone rings and rings... and rings. You get frustrated and hang up.
- Scenario b: The phone rings, you get connected, and a recorded message tries to sell you something.
- Scenario c: The phone rings, you get connected, and you hear a short message asking you to hold for the next available operator after which they make you listen to scratchy elevator music.

Would you be inclined to wait? You’ll likely get the impression that the company is understaffed or just plain disorganized. If any of these three scenarios takes place when somebody calls your 800-number-number, you’re wasting money—on the radio commercial, the phone system, and the sales staff. The poor system you have in place is causing you to lose many leads.

Radio leads show up when they do, and they expect *instant* service. The time it takes to connect to your sales rep is critical. There’s no excuse for poor execution. Everything I have covered in this book including hiring Sales Superstars, coordinating virtual call centers, and creating seamlessly interconnected networks save you vital seconds.

Your reputation can be made or broken depending on how calls are handled. You can’t afford to disappoint callers by letting them go to voicemail and cheating them out of the opportunity to receive the benefits of your products.

When training your sales reps insist on *total* honesty. Teach them that if they don’t know the answer to a question to say, “I don’t know, but I will get back to you. As a gift for having to wait for an answer, you’ll receive a free recorded interview with our founder.” This creates an opening for a second conversation with the customer.

If you have a poorly designed system for live lead response, or if you've never done radio advertising because you didn't know where to start, this book should be an excellent overview. If you want to bring in an expert to help you optimize your radio campaigns, send me an email at Mitch@InvisibleOrganization.com.

The Science Behind Fine-Tuning Your Closing Rates

You can't know how well you are doing in any aspect of your marketing without keeping track of your results, obviously. Basic metrics can give you a general idea of how well your spots and sales staff are performing. Using simple tools such as tallying the number of calls from each 800-number-number, the number of calls per spot, the spots themselves, the time slots, and the days that performed the best, you can create a road map that shows you what works and what doesn't.

More sophisticated tracking should be employed to determine the amount of revenue per spot, revenue per 800-number-number, and the revenue generated per day. This breakdown can help you see why lost leads are so valuable and why each lead must be protected so carefully. Disciplined collection of metrics helps you gain a very clear picture of lead value and the lifetime value of your customer.

All the systems I recommend have basic metrics built in. All you have to do is customize how you want to see the information reported. Everything becomes much clearer when you can look at all your results in a graphic format. Just as important as measuring is the ability to fine-tune calling queues, voicemail messages, and your script.

There are a number of specific tools to ensure your calls are executed properly:

1. Your call cue and how your reps receive calls should be set up in your virtual call center software. Remember, calls should first be directed to your best reps! Never let more than 20% of your inbound calls go to voicemail. If they do, make sure they receive a callback as quickly as possible. If you hire staff for an 80% answer rate, you'll feed everyone. A happy, productive sales staff has great morale and makes a good living. Any more than 20% of your call volume going to voicemail means a lot of leads will be wasted. Any less than 20% of your call volume going to voicemail and your sales staff probably won't make enough money because there are not enough calls to keep them busy and productive.
2. Reduce the number of options callers have to as few as possible. The more options you have, the more callers you will lose. Never never never let a call go unanswered. Make your voicemail message as clear and concise as possible. Clear means that you can understand what is being said. Concise means that it's short and to the point.
3. Phone menus can have dead ends, meaning the caller is either disconnected or on endless hold when they select an option. These "dead ends" are called "stubs." You must search your system to find them, because your prospects will if you don't.
4. Don't play music for callers on hold. They hate it. There are several options to ease the pain of being on hold:
 - a. **Silence**

Believe it or not, callers appreciate silence. They can engage in some other activity while they're on hold. Set up a short reminder every twenty seconds to let them know they are still connected.
 - b. **A recorded message**

The message can inform them about a product or service, or it can share a case study with a customer testimonial. Callers will find it worth listening to if they have similar problems they are trying to solve. Provide value, and let them

know what their place is in the cue while explaining some of the benefits of waiting.

c. A callback option

Offer to call your waiting prospects back while holding their place in the cue. It works best when the callback is quick. We did this for one of my clients and the results were fantastic. Apple is the master of this. They even let you set your own callback time.

Now let's paint a picture of a great phone answering system. If you took the time to call the 800-number, which of these would you love the most?

- The phone rings three times at most, then a clear-speaking person who is interested in talking to you answers with a warm, enthusiastic, inviting voice, "Thank you for calling. How may I help you?"
- The phone rings once and an interactive voice response system asks you a qualifying question. You comply and are quickly routed to a live person.
- The phone rings once and you hear a recording of how others just like you have solved their problems using this company's products. Then after a short wait you are directed to voicemail with a promise of a quick return call.

This list is in descending order according to what is most effective. However, any of these options are far better than having callers wait forever. Each option preserves tepid callers who are not really sure they want to bother, keeping them involved enough so that they don't hang up before reaching a live person. The goal is to speak to as many incoming callers as possible and call back the overflow calls as quickly as possible. It's critical to call back in two hours or less or the percentage of a successful callback will drop substantially. Balancing staff with peak calling times is often a big challenge. I've developed formulas for high volume call centers and can calculate the optimal number of staff needed for you and your business. Email me at Mitch@InvisibleOrganization.com.

The Foundation of Your Program – Your Sales Script

Obviously the goal is to close as many callers as possible. That is why your sales script must be crafted by someone who understands the psychology of closing your type of clients and knows exactly what your sales funnel looks like. Once your sales script is written, it must be tested. After a day or two of testing, refinements are made and then it's time to deploy it through your interactive automated learning environment to make sure your sales reps know it cold.

It's best to sell a low-cost product, something your reps can close quickly and easily. This becomes your "lead magnet," delivering a powerful benefit to your prospect quickly and generating desire for more.

Using a short sales script can weed out tire-kickers and get seriously interested prospects started quickly. Simply asking one qualifying question up front such as, "Are you the owner of the company?" instantly qualifies your caller. There's your tire-kicker collecting free reports vs. a CEO who has a problem to solve. I wish I had a lobster for every time a rep wasted ten minutes talking to a tire-kicker!

If you have your ideal buyer on the phone, your next job is to collect their contact info so you can start a relationship. After you've accomplished that, go ahead and try to sell something. Why not? You already have them on the phone, and they responded to a radio ad. Find out why they called and answer their questions.

The best script is designed to branch in different directions depending on what the client says and wants. In many cases, when the client describes the reason why he's interested in your product, your sales staff should type in that information to be used later to help close the sale. Or the sales rep can down-sell the caller to a less expensive program or product if they object to your main product offering. Script branches are designed to flow smoothly and naturally, making your sales rep have a meaningful conversation while controlling the conversation very carefully. Your job is to make sure the right

product is sold, thus solving the right problem for your prospect. That's how you create a lifetime relationship with clients.

A script must be the right length to be effective. If it's too short, your sales rep won't have time to build a little rapport and find the caller's greatest challenge or burning problem. (The exception would be those companies who use radio simply to get contact information and set up an appointment for a salesperson to call later.) Your sales script doesn't have to work too hard; it just has to close the client on the low-cost "intro" product. The low-cost product should lead your new client to a larger sale. For example, you can offer a webinar for \$197 that delivers incredible value to start with, which then leads to a \$5,000 sale with a more comprehensive experience.

If you don't have a sales force, now is the time to start hiring. You have your marketing plan, your funnel and your training in place, and you have a great product at a great price and are ready to promote. Plus you have a sales script that will drive callers to buy when your radio ad airs.

We work exclusively with a particular agency that specializes in creating killer scripts for sales teams. Go to www.InvisibleOrganization.com/Resources to find out more.

Seamless, End-to-End Data Capture, Lead Tracking and Conversion

All data from every marketing program must be captured, tracked and closely monitored for effectiveness. This includes the statistics related to all incoming call activity. Good Customer Relationship Management software (CRM) that is cloud-based (like Kazeli, InfusionSoft or Salesforce) can track your sales activity, automate your marketing funnel, and generate the management reports you need to best allocate resources.

Whether you're using an in-house call center where your reps show up for work every day or you have remote staff answering calls from their homes,

you need virtual call center software as explained in chapter 5 to handle the traffic.

The Sales Director or Vice President will have to optimize the configuration of the virtual call center. This person plays a key role, because virtual call centers have hundreds of programming options that allow for flexibility of setup.

Your Sales Director will work with the virtual call center support staff to customize the system for your company. The system allows you to prioritize which reps will get the calls first. It may seem unfair to the rest of the team that the first calls are directed to the best closers, but it may motivate them to work harder to get into that elite group. As a business owner, you know that leads are expensive, and you don't want to waste any. Your goal is to maximize your sales.

In Closing

One of the key challenges of creating and running successful radio advertising campaigns is the number of moving elements. Every single aspect is critical and needs to flow to the next step. You must pay attention to every detail. One small misstep could destroy all your hard work and the positive results you previously gained. Simultaneously, one minor adjustment could double your profits. The concepts I've shared with you come from years of experience maximizing radio ad campaigns at every level, from small to large organizations. Using the information I've shared in this chapter, you should be able to minimize losing leads while simultaneously capturing and fast-tracking the most qualified leads.

Turning somebody from a first-time caller to a repeat buyer requires careful planning. When you develop a fine-tuned script, your staff stays on target and can maximize conversion. As part of this process, you may also want to price-test each of the steps to maximize results. The design of each step must be carefully done to move your buyer deeper into your sales funnel.

Overall, to have an effective radio ad campaign, you need a combination of a great script, a top sales team to close and handle objections fluidly, and the seamless technology as described in this book for maximum results.

When done well, live lead flow can provide an immediate, low-cost way of bringing highly qualified prospects directly to your door and ready to buy.