

A smiling man with short brown hair, wearing a dark suit, white shirt, and dark tie, is pointing his right index finger upwards. The background is white.

a presentation by

Ron Koudys

Landscape Ontario Designers Conference

January 9, 2012

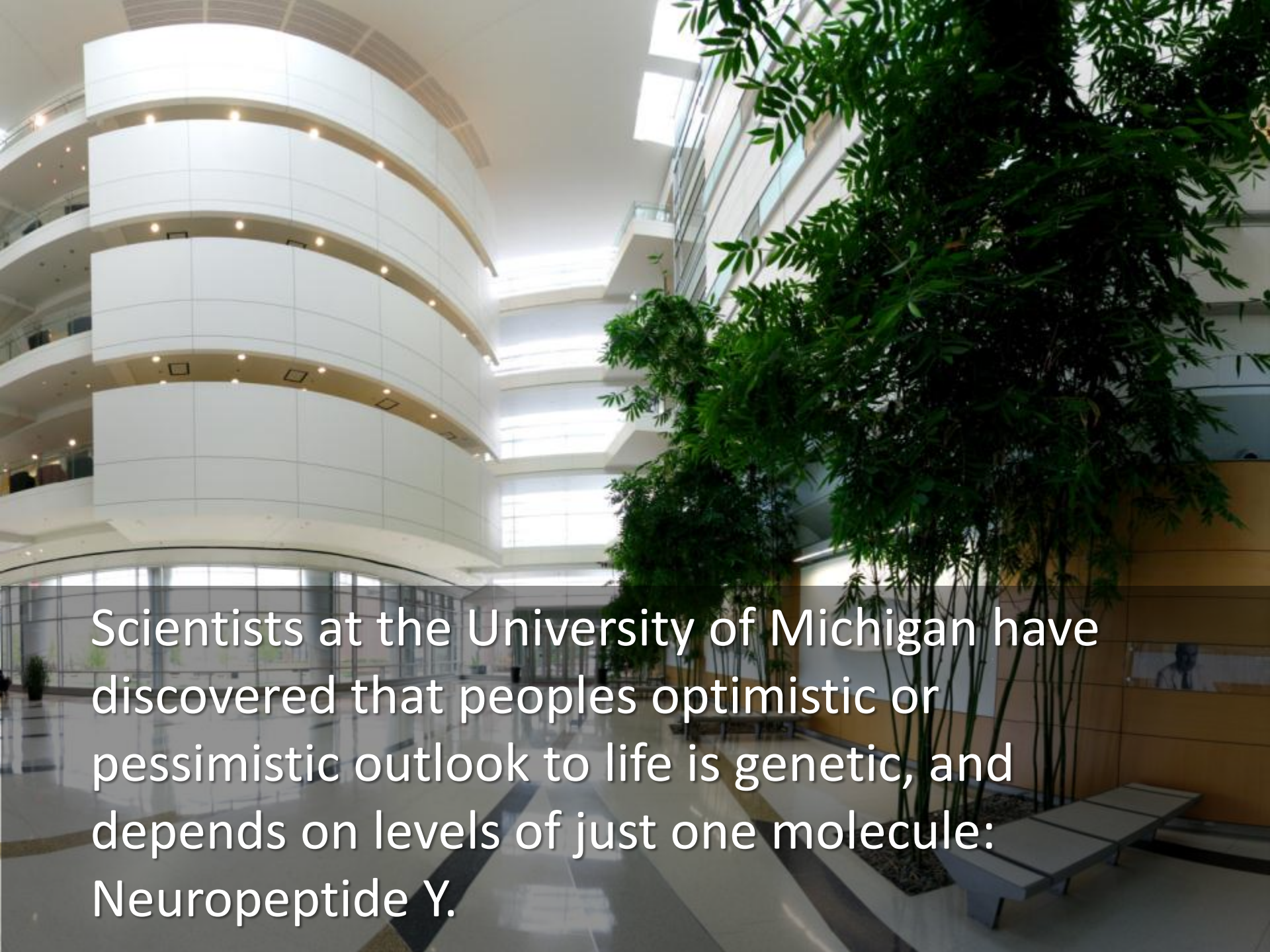
Strategies That Win Clients and Increase Profits



Success
Failure



Keep in mind that I
am a “glass is half
full” type of person.



Scientists at the University of Michigan have discovered that people's optimistic or pessimistic outlook to life is genetic, and depends on levels of just one molecule: Neuropeptide Y.

What is Profit?

A financial benefit that is realized when the amount of revenue gained from a business activity exceeds the expenses





**Are all projects
profitable?**



Big Dog versus Small Dog

What Size Firm is “just right”



Profit as a function of Firm Size

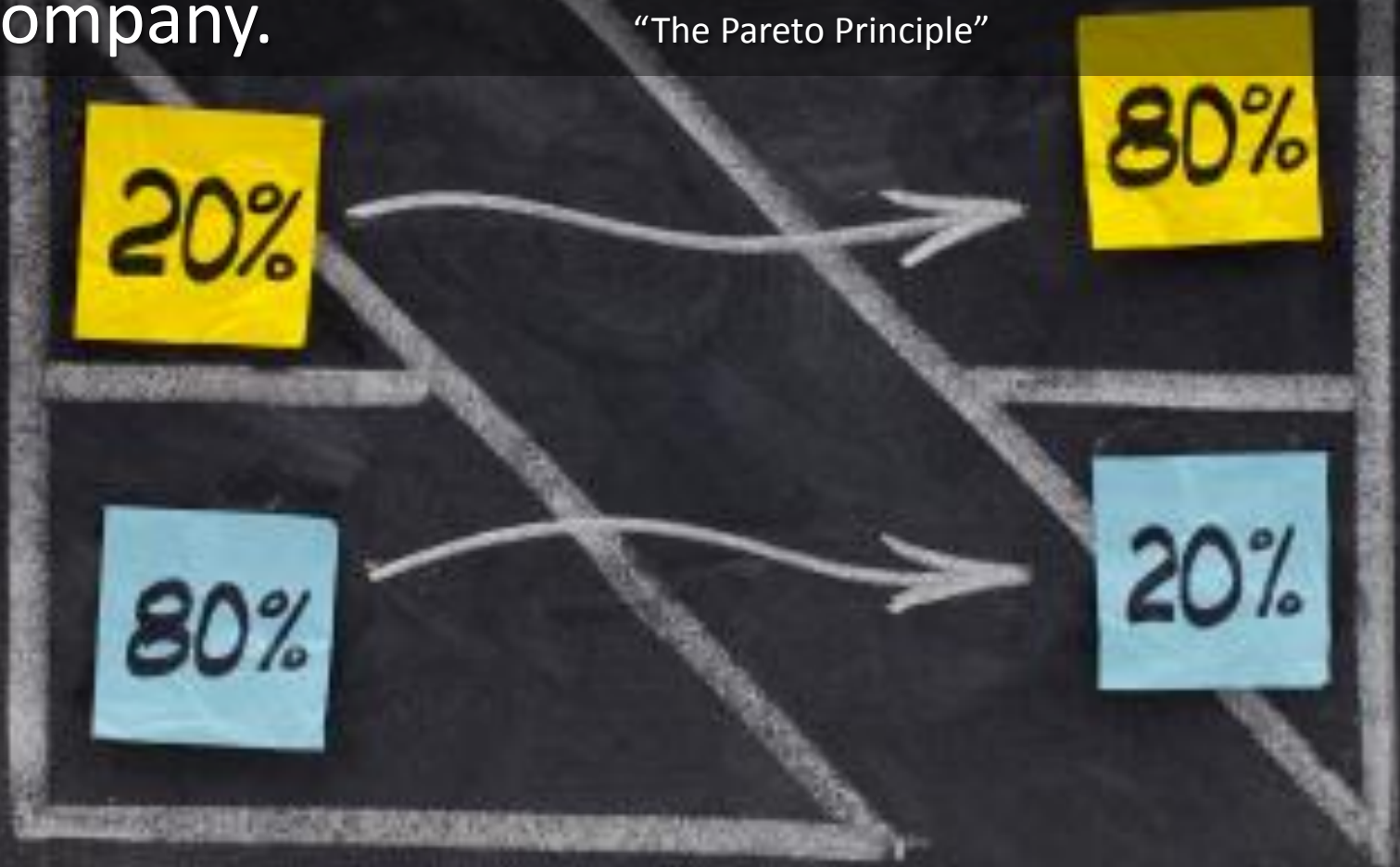
1. Specialization allows a focus on specific tasks, set up methods to optimize efficiency, (eg. Henry ford)
2. Increase capacity
3. Greater depth of bench
4. Reduced overhead
5. Greater economy of scale
6. Wider diversity of skills
7. Able to meet clients needs in a “timely manner”
8. Staff have more opportunity for growth and advancement
9. Freedom to get away or pursue personal goals
10. Risk of no work (moderate with compensation model)
11. Broader range of work = more fun
12. Reduce fee by using less expensive staff



What makes a
client profitable
to the firm?

"80/20 rule"--twenty percent of customers produce eighty percent of sales or value to the company.

"The Pareto Principle"



Most of your clients will fall within the top 10% of income earners in your community



Top Incomes in Canada



Cardiac surgeon - \$179,514



Judge - \$178,053



Ad. agency president - \$176,001



CFO/transit - \$163,893



Petro Engineer - \$150,543



Lawyer - \$142,345



Dentist - \$142,100



Family doctor - \$132,615



CFO sports club \$113,578

Where do you find
these clients with
high incomes?



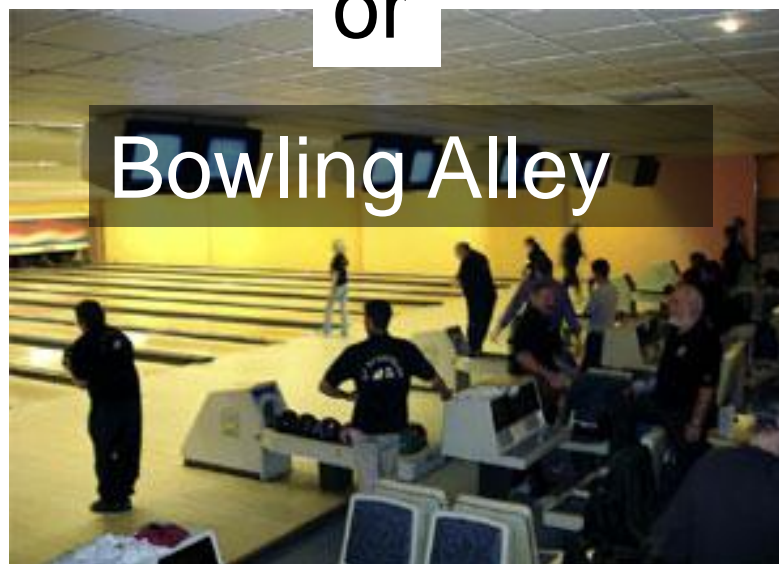
Birds of a Feather Flock Together



Spend your time in the same places.



or



Hang out with Rich People



Country Club
High end Auctions
Car conventions
Business events
Pubs/restaurants near their work
Charitable events
Expensive vacations
Top schools
Top sports leagues
Theatre/symphony/ballet
Art gallery
Church
Political Rally (select a party)
Golf/tennis/skeet
Service Clubs
Wealthy neighbourhoods



THE PRIMARY FOCUS IS TO BUILD A

NETWORK

A woman with short brown hair, wearing a red blazer over a black top, is smiling and looking towards the right. She is holding a white marker in her right hand. She is sitting at a desk, and another person with long brown hair is partially visible on the right side of the frame. The background is a blurred office setting.

Cultivate an appreciation for the
work you've done and the value to
the project

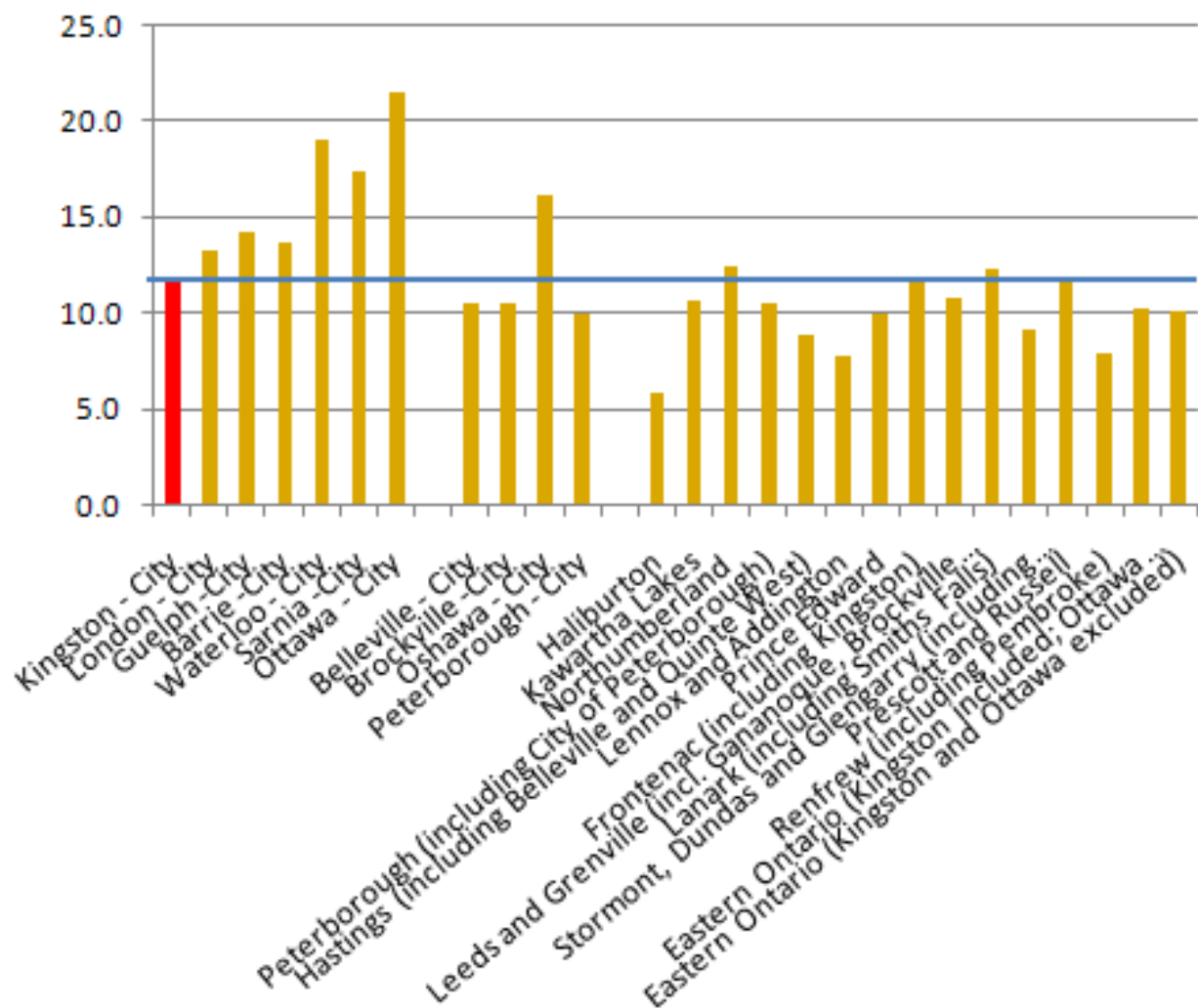
This should begin with the initial meeting,
work proposal and contract



You only have so much time in a
day/week/year/life.

Turning down the client the doesn't
fit your program frees up time
to pursue and service those
that do.

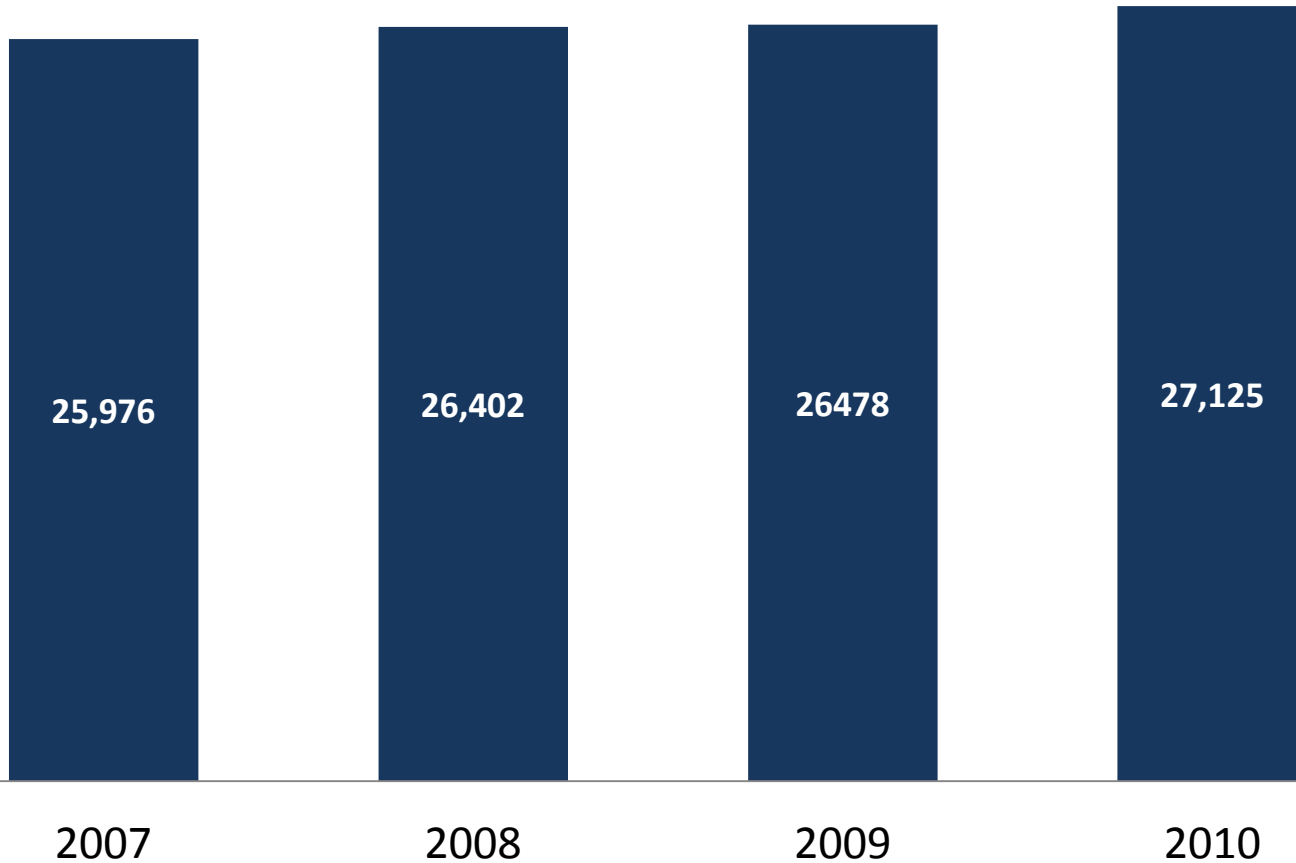
% of Wage-Earners \$60,000 and Over (All Activity)



Is Landscape Design a Disposable Income decision?



Ontario Disposable Income (millions \$)





Decide



Yes



No



Make decisions that increase
the size of your market

In Ontario, almost anything you want to build
except a residential garden, requires a permit
and a landscape plan



Clarington
Leading the Way

SITE PLAN APPROVAL HANDBOOK



Municipality of Clarington
Planning Services Department
November 2011

ART OF A NEW ERA
COMING SOON

CORPORATION OF THE TOWN OF CALEDON **BUILDING PERMIT**

Permit No:

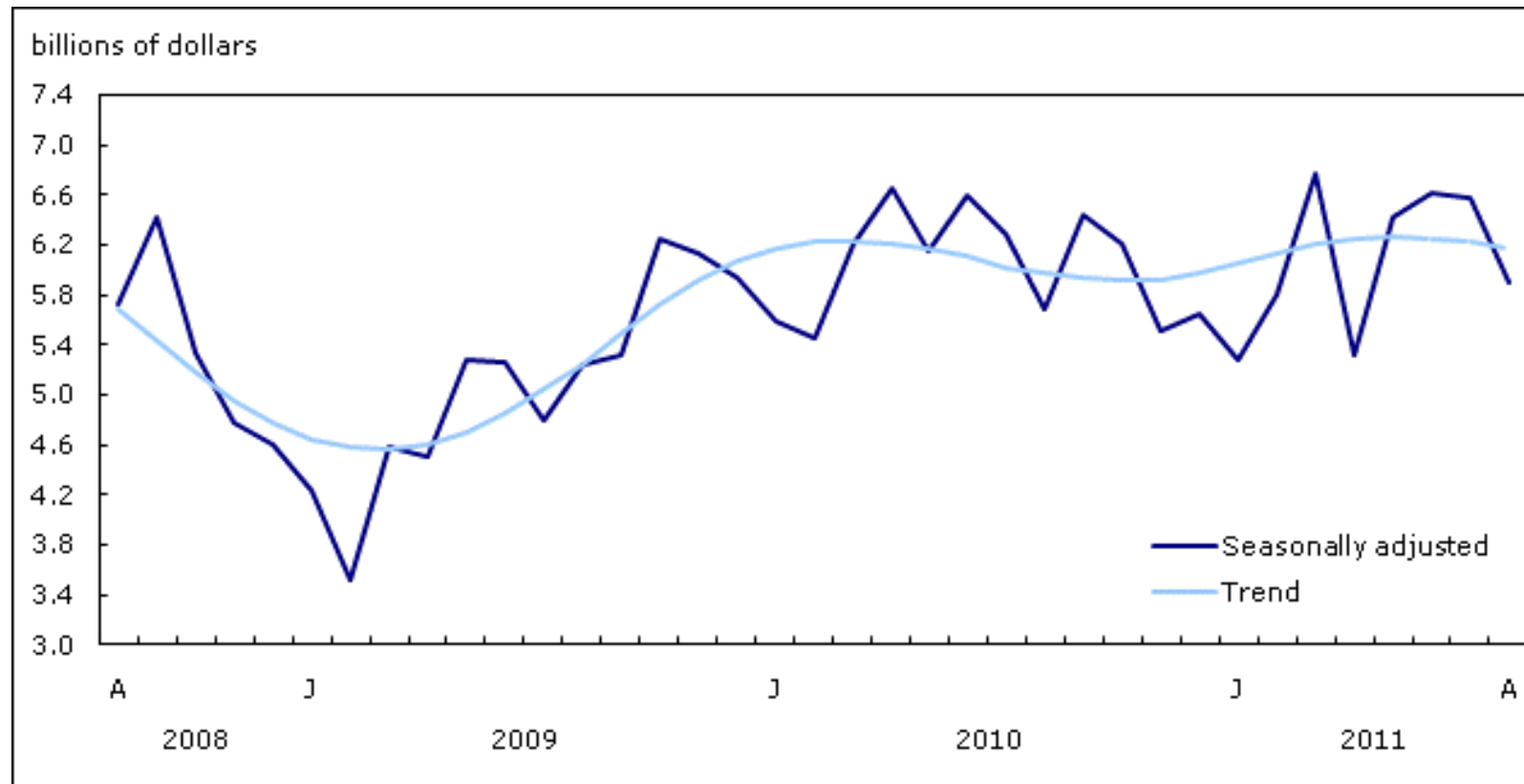
2003-000395

This card **MUST BE KEPT POSTED** at the entrance
and visible from the road.
If lost or defaced another must be obtained.

DATE ISSUED:

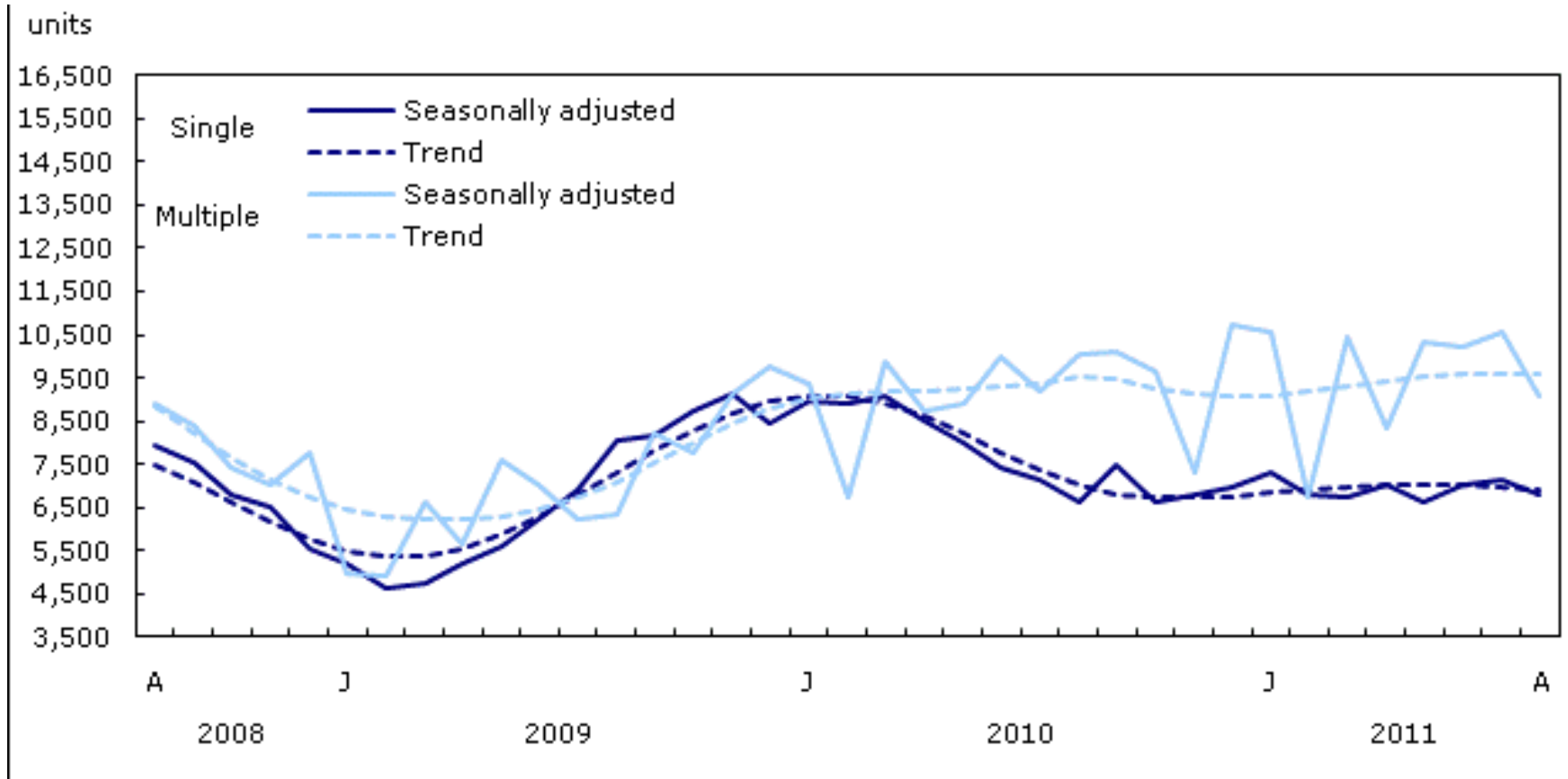
SEPT. 19 / 03

Total value of building permits in Canada



www.statcan.gc.ca

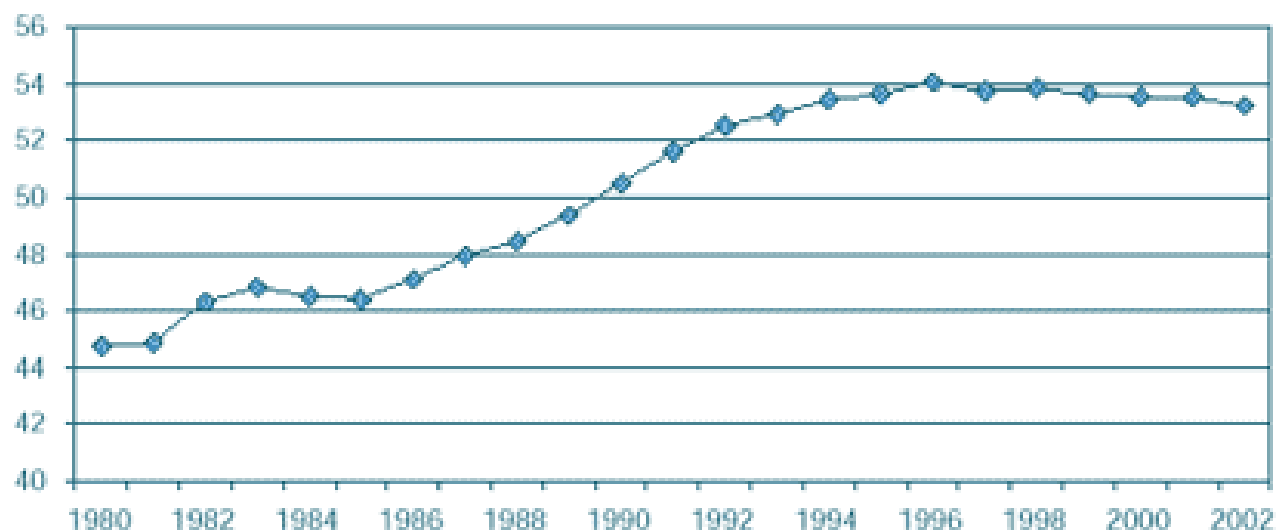
Number of dwelling units in Canada – Single and multiple



Services as a Percentage of Total Consumption, 1980-2002

Annual Data at Current Prices

Percent



| Place of Birth by Continent/Region of Origin* | 2006 | 2006 Citywide As a % |
|---|---------------|-------------------------|
| Total Immigrant Population | 75,620 | 21% |
| North America (United States Only) | 3,465 | 5% |
| Africa | 3,625 | 5% |
| Asia | 19,585 | 26% |
| Caribbean | 2,085 | 3% |
| Central America | 3,275 | 4% |
| Europe | 39,580 | 52% |
| South America | 3,345 | 4% |
| Recent Immigrants, 2001-2006 | 12,240 | 3.50% |
| North America (United States Only) | 585 | 5% |
| Africa | 1,435 | 12% |
| Asia | 5,690 | 46% |
| Caribbean | 200 | 2% |
| Central America | 225 | 2% |
| Europe | 1,755 | 14% |
| South America | 2,190 | 18% |
| Immigrant Population by Period of Immigration | | |
| Before 1961 | 13,565 | 18% |
| 1961-1970 | 10,635 | 14% |
| 1971-1980 | 9,125 | 12% |
| 1981-1990 | 13,405 | 18% |
| 1991-2000 | 16,650 | 22% |
| 2001-2006 | 12,240 | 16% |
| Top 10 Ethno-Cultural Communities by Country of Birth, 2006 Census | | |
| 1. United Kingdom | 11,815 | 3.35% |
| 2. Poland | 5,105 | 1.45% |
| 3. Portugal | 3,920 | 1.11% |
| 4. United States | 3,465 | 0.98% |
| 5. Italy | 2,770 | 0.79% |
| 6. Netherlands | 2,750 | 0.78% |
| 7. Germany | 2,450 | 0.70% |
| 8. China | 2,425 | 0.69% |
| 9. Colombia | 2,285 | 0.65% |
| 10. India | 2,070 | 0.59% |

| Income & Earnings -Characteristics* | | | 1996 | 2001 | 2006 | Change From Previous Period | 2006 Citywide As a % |
|---|--|--|------------------------|------------------------|------------------------|--------------------------------|-------------------------|
| Income -Population 15+ | | | | | | | |
| Average Individual Income | | | \$26,884.00 | \$31,306.00 | \$36,549.00 | \$5,000.00 16% | |
| Median Individual Income | | | \$21,730.00 | \$24,717.00 | \$27,275.00 | \$2,558.00 10% | |
| Income by Gender Breakdown | | | | | | | |
| Average Individual Income -Male | | | \$32,779.00 | \$38,391.00 | \$45,041.00 | \$6,650.00 17% | |
| Average Individual Income Female | | | \$20,990.00 | \$24,221.00 | \$28,831.00 | \$4,610.00 19% | |
| Median Individual Income -Male | | | \$26,882.00 | \$30,284.00 | \$33,818.00 | \$3,534.00 12% | |
| Median Individual Income -Female | | | \$16,578.00 | \$19,150.00 | \$22,367.00 | \$3,217.00 17% | |
| Percentage of Planning District who worked full year, full time. | | | 60% Male 47% Female | 62% Male 49% Female | 62% Male 51% Female | MC ▲ | 57% |
| Percentage of Planning District who worked part year, part time. | | | 40% Male 53% Female | 38% Male 51% Female | 38% Male 49% Female | MC ▼ | 43% |
| Households | | | | | | | |
| Average Household Income | | | \$49,449.00 | \$57,589.00 | \$68,899.00 | \$11,310.00 20% | |
| Median Household Income | | | \$41,172.00 | \$46,153.00 | | \$7,531.00 16% | |
| Families | | | | | | | |
| Average Family Income | | | \$58,214.00 | \$69,121.00 | \$84,593.00 | \$15,472.00 22% | |
| Median Family Income | | | \$50,591.00 | \$58,687.00 | \$68,648.00 | \$9,961.00 17% | |
| Composition of Total Income (%): | | | | | | | |
| Employment Income | | | 74.00% | 75.80% | 76.40% | ▲ | 76% |
| Govt. Transfer Payments | | | 14.00% | 11.20% | 9.50% | ▼ | 8% |
| Other | | | 13.00% | 13.00% | 14.60% | ▲ | 15% |

*Figures based on the previous reporting year (1995, 2000, 2005).



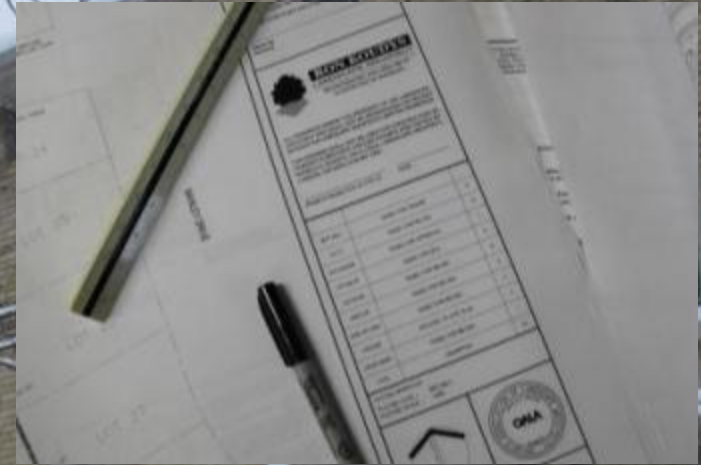
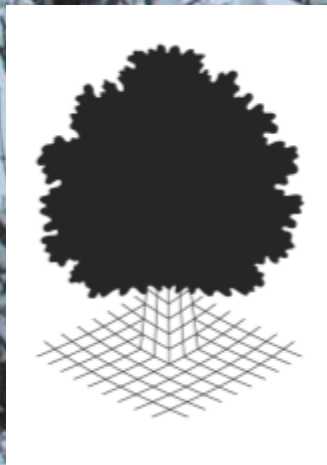
Do you know there are 32
versions of Tide?

Not one box of detergent states this
Tide is better than the next, just that
it's different.





It's the same in every industry, you and your competition offer the same deliverable



If you have any questions or concerns please do not hesitate to contact me at your earliest convenience.


Regards,

**RON KOUDYS
LANDSCAPE
ARCHITECTS INC**



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This e-mail and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this e-mail in error, please notify the above.

A sepia-toned photograph of four women in a meeting. One woman is in the foreground, seen from the back. Two women are in the middle ground, looking towards the right. A fourth woman is partially visible on the right. They appear to be discussing documents or a device on a table. The text is overlaid in the lower-left quadrant.

You should use our Landscape Designer, he's not the cheapest in town but he is the best.



..... the question is what makes you better or different from them?

Why would a client choose you over your competition?

VIEWWORK360



In the past a prospective client was considered to be the person who could potentially buy from you,

A man and a woman are in a grocery store, looking at wine bottles. The man is holding a bottle and showing it to the woman. They are both looking at the label on the bottle. The background is a blurred grocery store aisle with shelves of products.

now, a client is anyone who can
influence a future buying decision --
their own or someone else's

Touchpoints

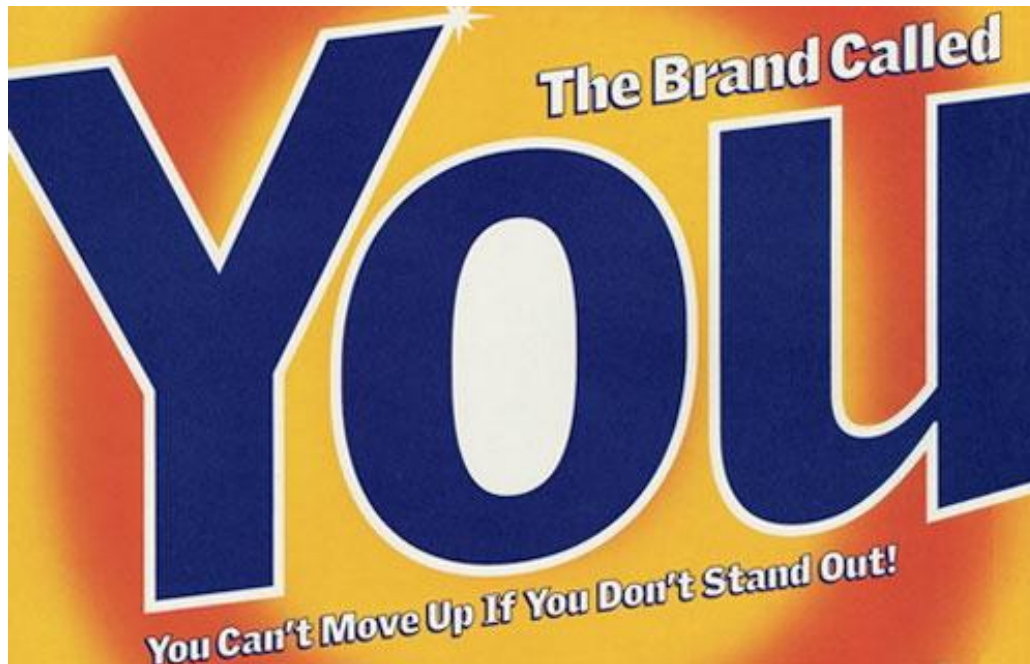


..... any moment when your product, service or brand interacts with a client

Make sure all of your touchpoints are congruent with your message of value and differentiation.



what it comes down to is, your brand is in everything you do



Be nice.

Treat people with respect.

Present yourself in a manner that causes others to respect you.

Do good work.



Create a Genuine Connection First

It's not that people are blind to the fact most people have something to sell

It's just that people don't want to be "sold" and will resist unless they give you the green light



True networking requires genuine connections with others that can develop over time into solid, mutually beneficial business relationships



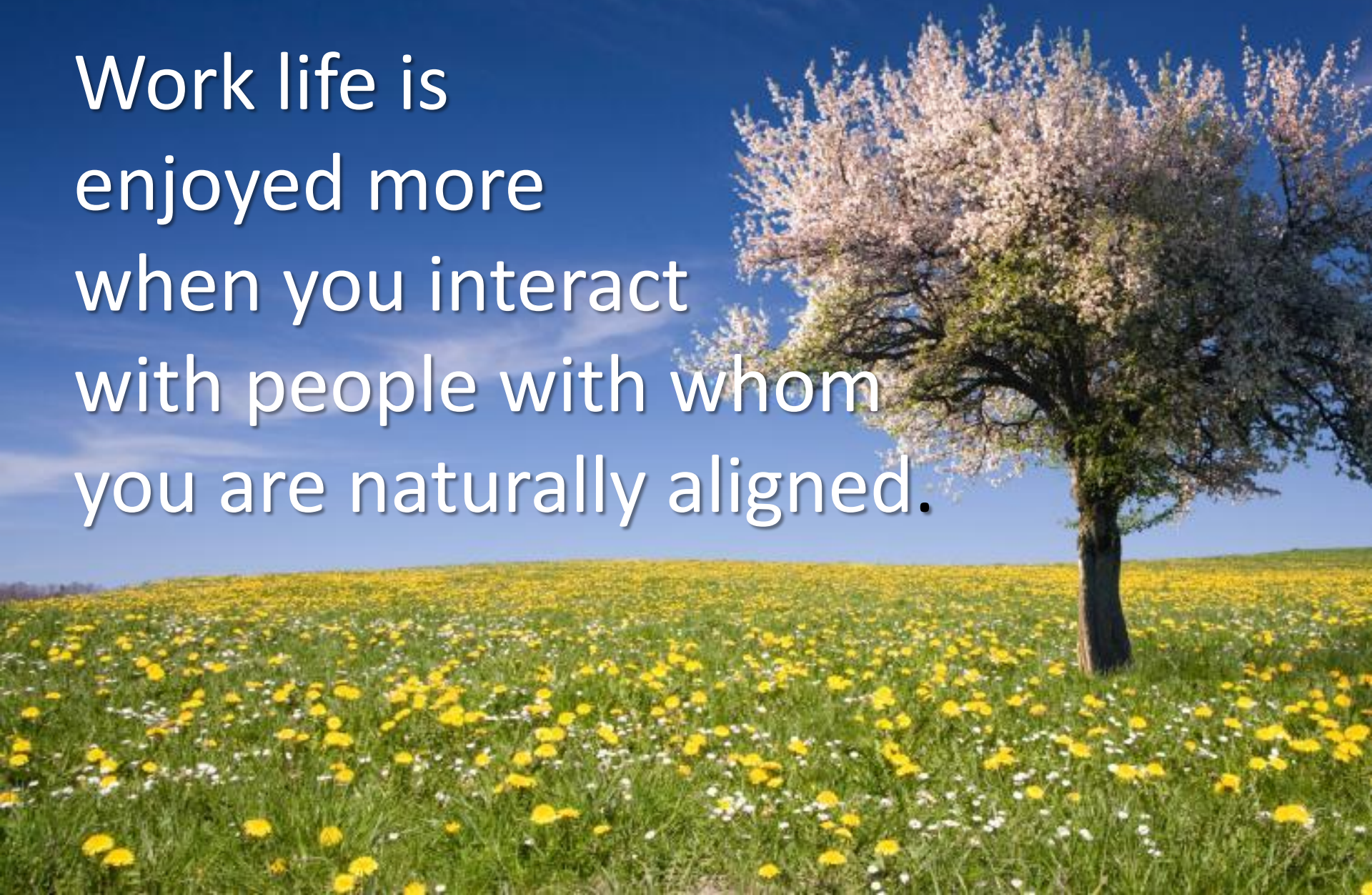
A large, dense crowd of people, likely fans at a sports event, filling the frame. Many individuals are wearing blue and white clothing, and their arms are raised in the air, suggesting a moment of celebration or cheering. The background is filled with more people, creating a sense of a large gathering.

There are a lot of people in this world.
Not everyone is willing to hire you.

That's OK
Find the ones who do



Work life is
enjoyed more
when you interact
with people with whom
you are naturally aligned.



Helping is the new Selling



A photograph of a social gathering in a bright room with large windows. Several people, mostly men in business attire, are standing and talking. In the background, there is a display board with various documents or posters. The room has a wooden floor and a high ceiling with an arched window. The text "Use the social time to build genuine relationships" is overlaid in white at the bottom of the image.

Use the social time to build
genuine relationships

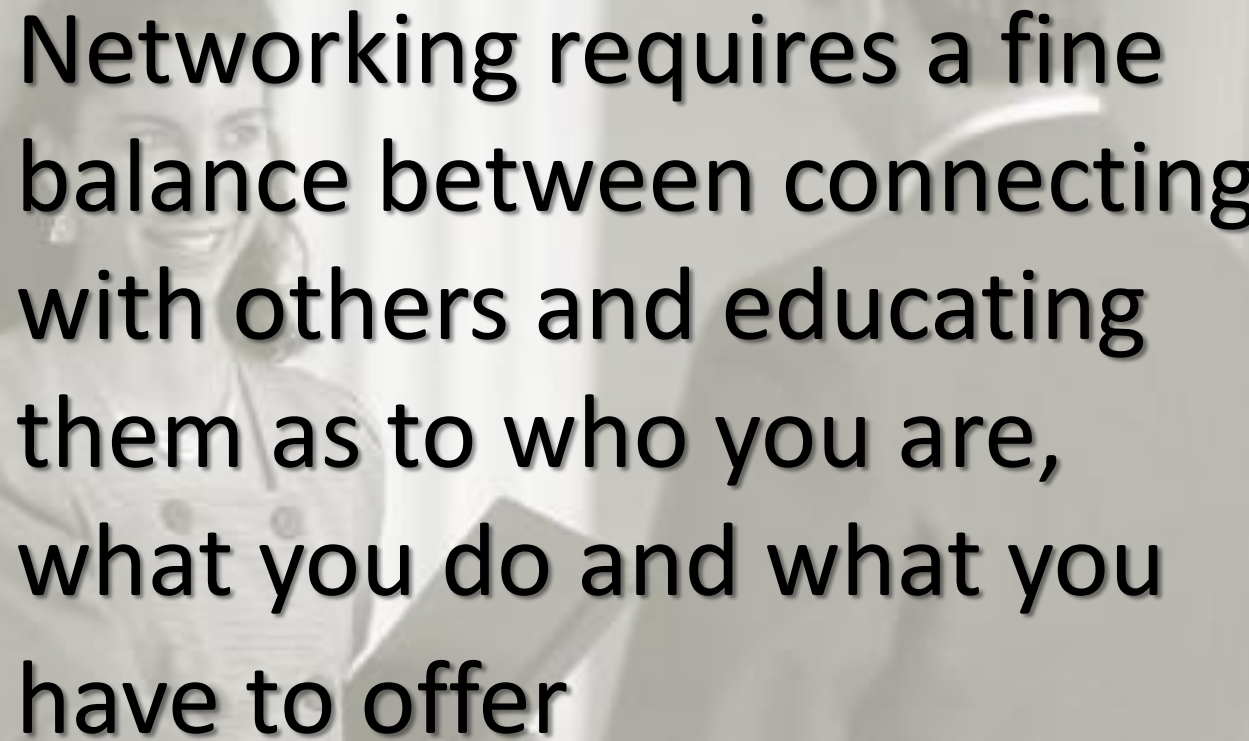
PROFITABLE NETWORKING

Perspective

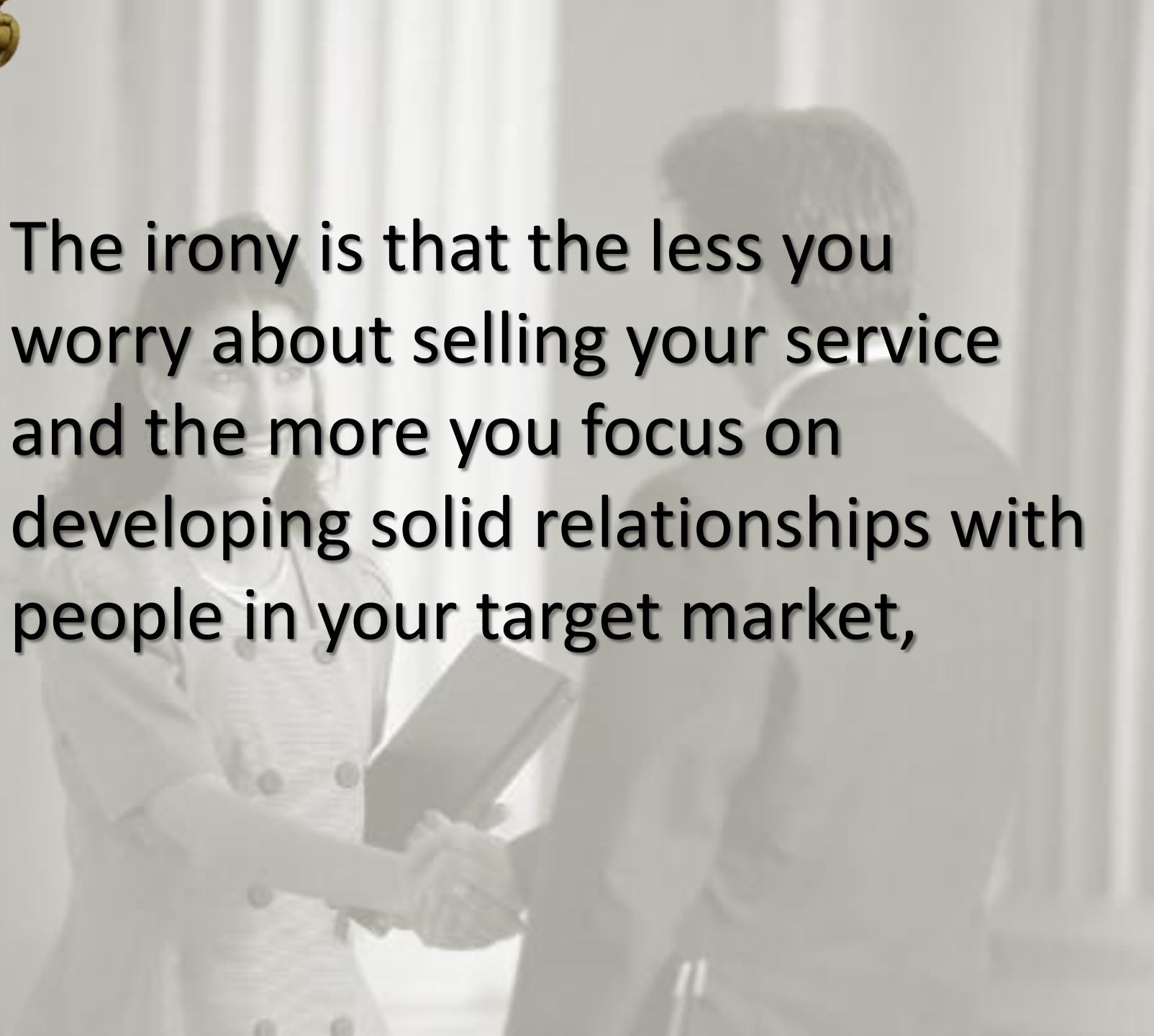
Strategy

Process

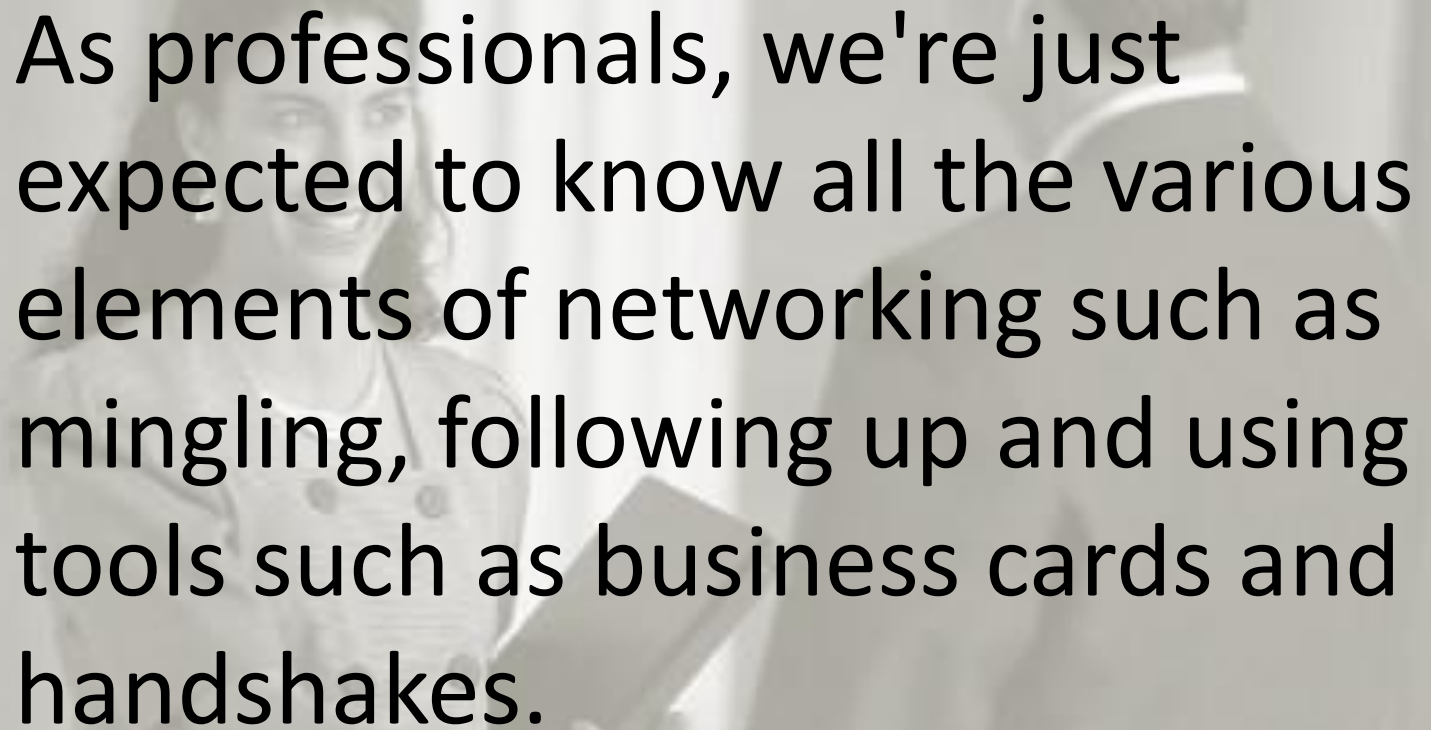
Brand



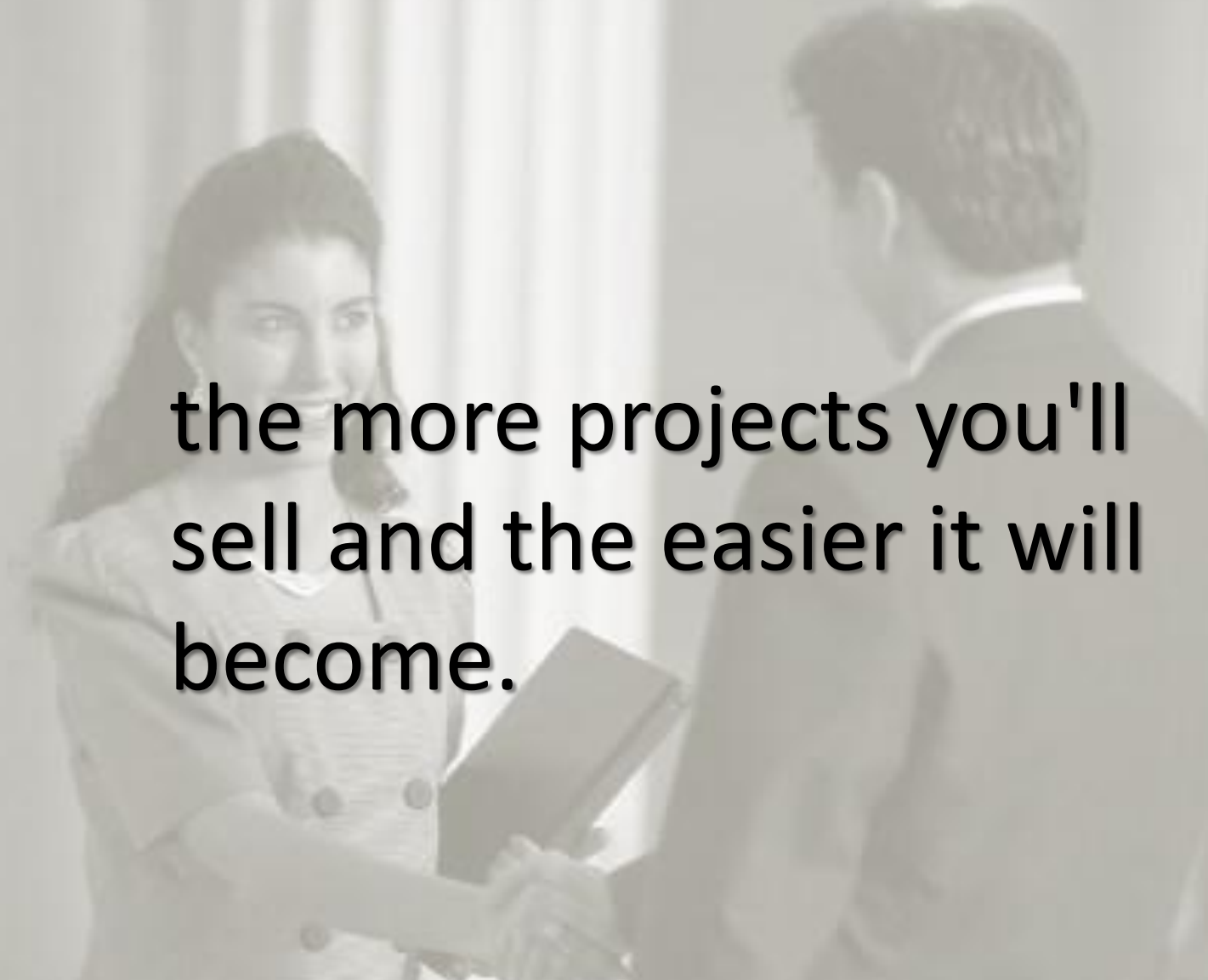
Networking requires a fine balance between connecting with others and educating them as to who you are, what you do and what you have to offer



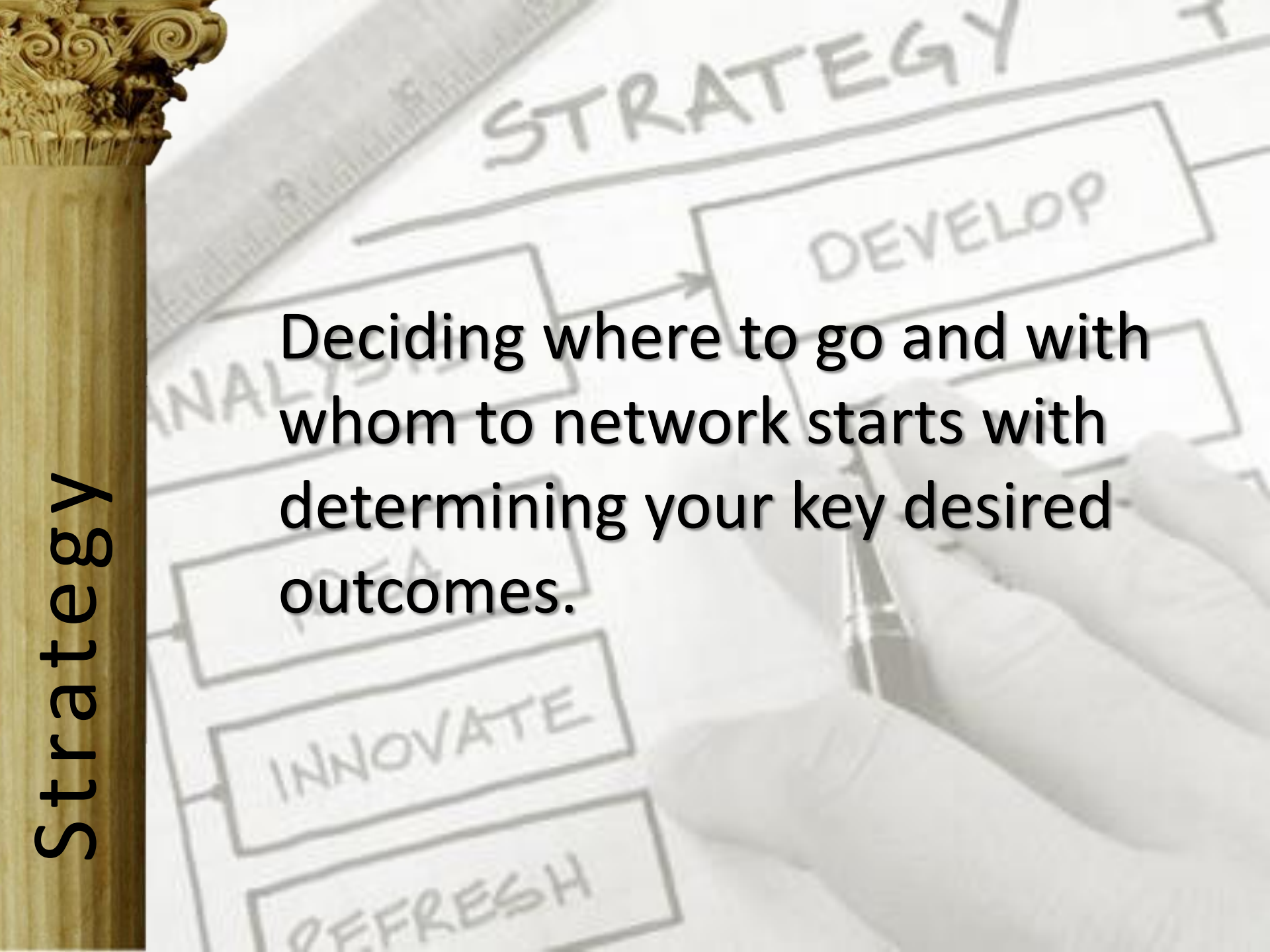
The irony is that the less you worry about selling your service and the more you focus on developing solid relationships with people in your target market,



As professionals, we're just expected to know all the various elements of networking such as mingling, following up and using tools such as business cards and handshakes.



the more projects you'll
sell and the easier it will
become.




Deciding where to go and with whom to network starts with determining your key desired outcomes.

Are you looking to:

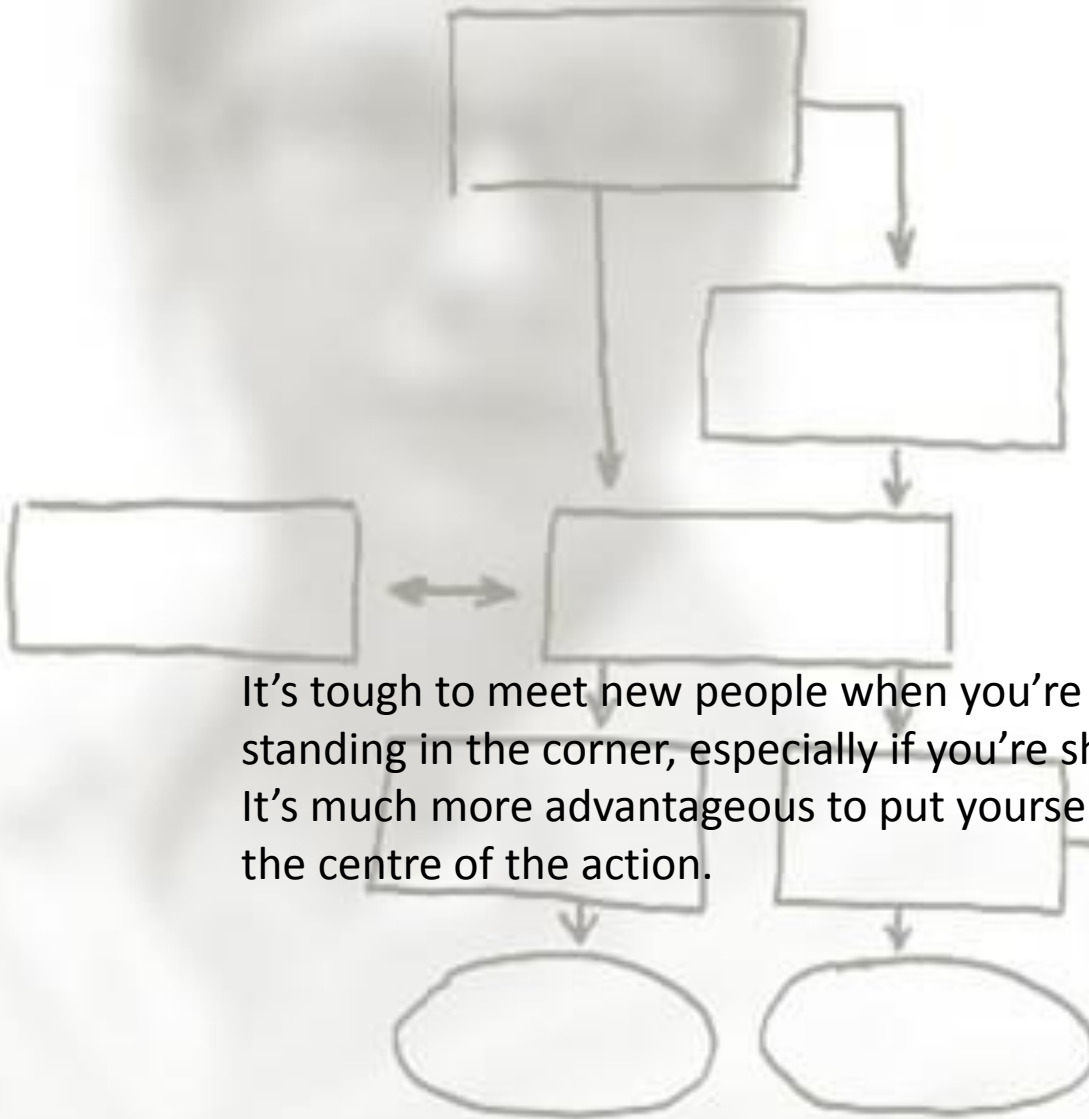
- attract new clients
- increase referrals from existing ones
- advance your career within the firm
- raise your company's goodwill





If you are trying to sell design services to people who have no budgets, you haven't given your strategic plan enough consideration.

Process



It's tough to meet new people when you're standing in the corner, especially if you're shy. It's much more advantageous to put yourself in the centre of the action.

Process

The most common questions you will be asked when meeting new people are “What do you do?” and “Do you have a business card?” It is wise to have an appropriate answer for both.

Know your five favourite conversation topics. That way you can jumpstart a conversation in a lull or shift a dry conversation to a topic that will lead to your enthusiastic participation and make it easier for you to find common ground with new contacts

When you're at meetings where everyone is seated and people stand to introduce themselves, jot down people's names on a piece of paper. It will help you remember people's names and you can refer to your name cheat sheet throughout the meeting



Process




It's the little things such as
knowing which glass and bread
plate are used at the formal dinner
during table or how to end a
conversation gracefully that add
the sense of polish to a
presentation

"is a person's gut feeling about
a product, service or
company."


Marty Neumeier

Brand

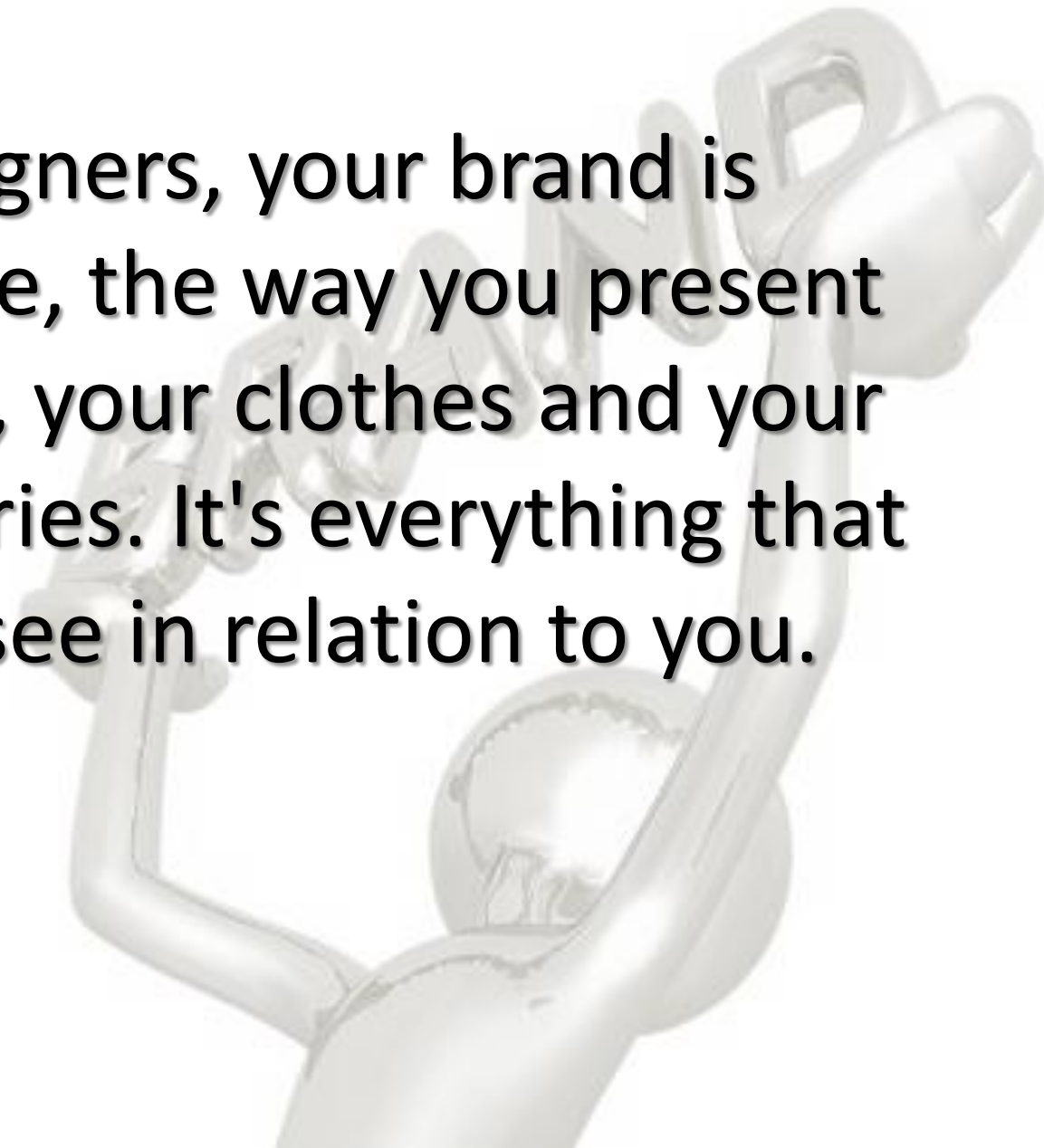




You can't control how people
respond to you or your brand;
you can only influence it by taking
appropriate action



Brand



For designers, your brand is your face, the way you present yourself, your clothes and your accessories. It's everything that people see in relation to you.



Unfortunately, since your brand is more about their interpretation of you, than your interpretation of you, you can't control how people respond to you or your brand; you can only influence it by taking appropriate action.

How people feel around you?

Do you make them feel important or like they're bothersome?

Do your clients feel that you care or are you just out for a pay cheque?

Do they enjoy having you as part of the team?

Do they feel used, abused, walked-over or like they need to walk on eggshells?

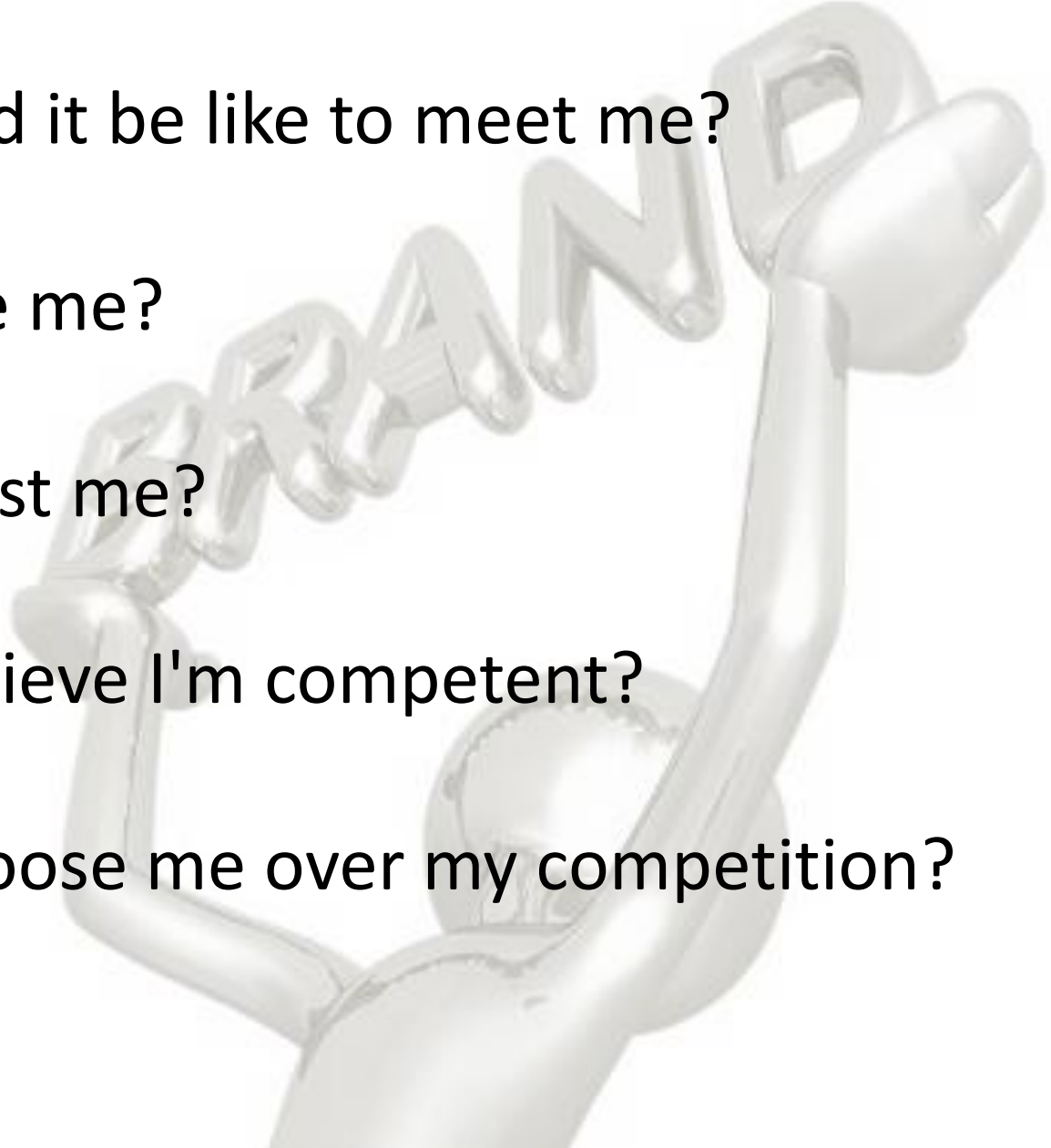
ask yourself,
What would it be like to meet me?

Would I like me?

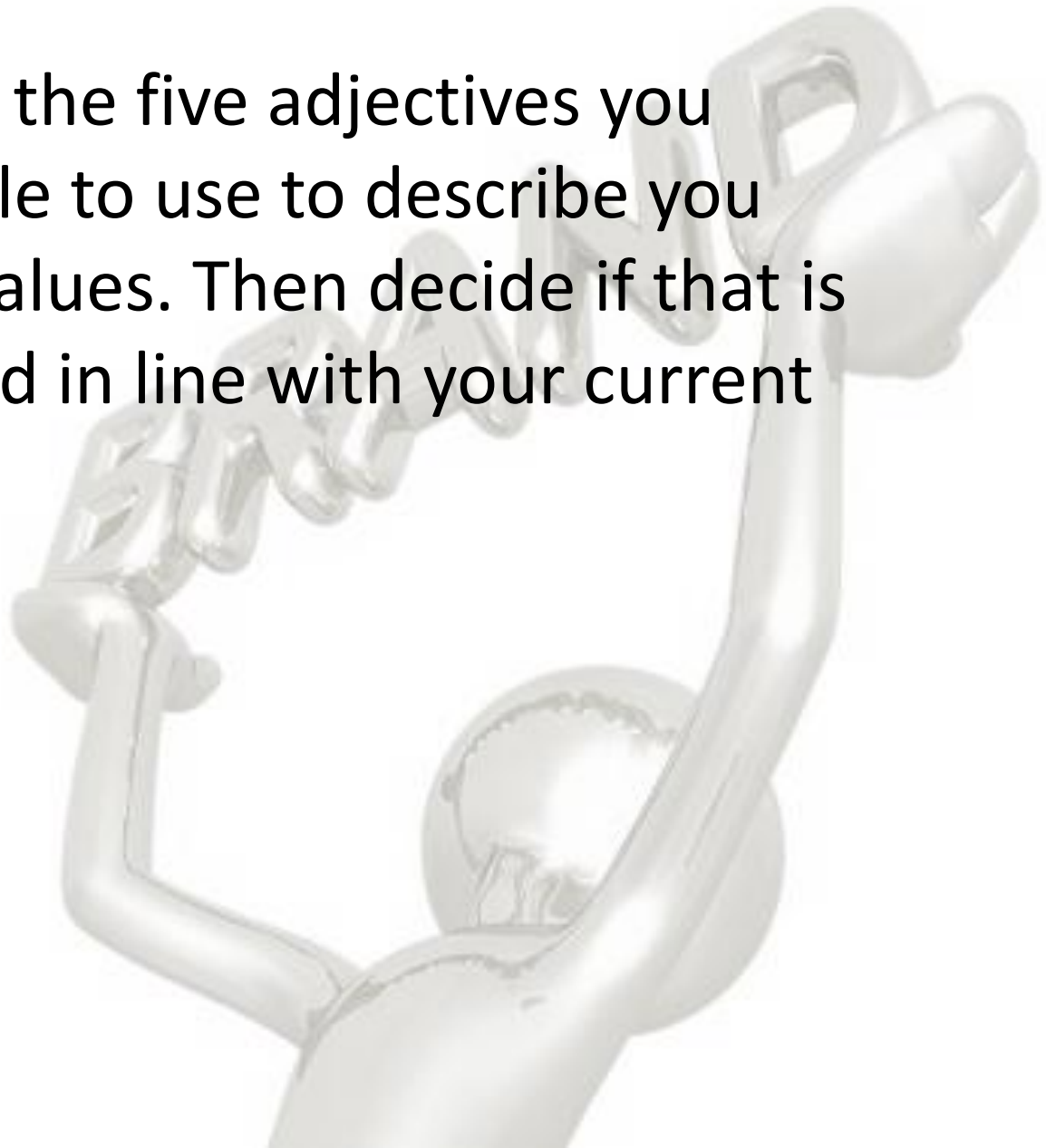
Would I trust me?

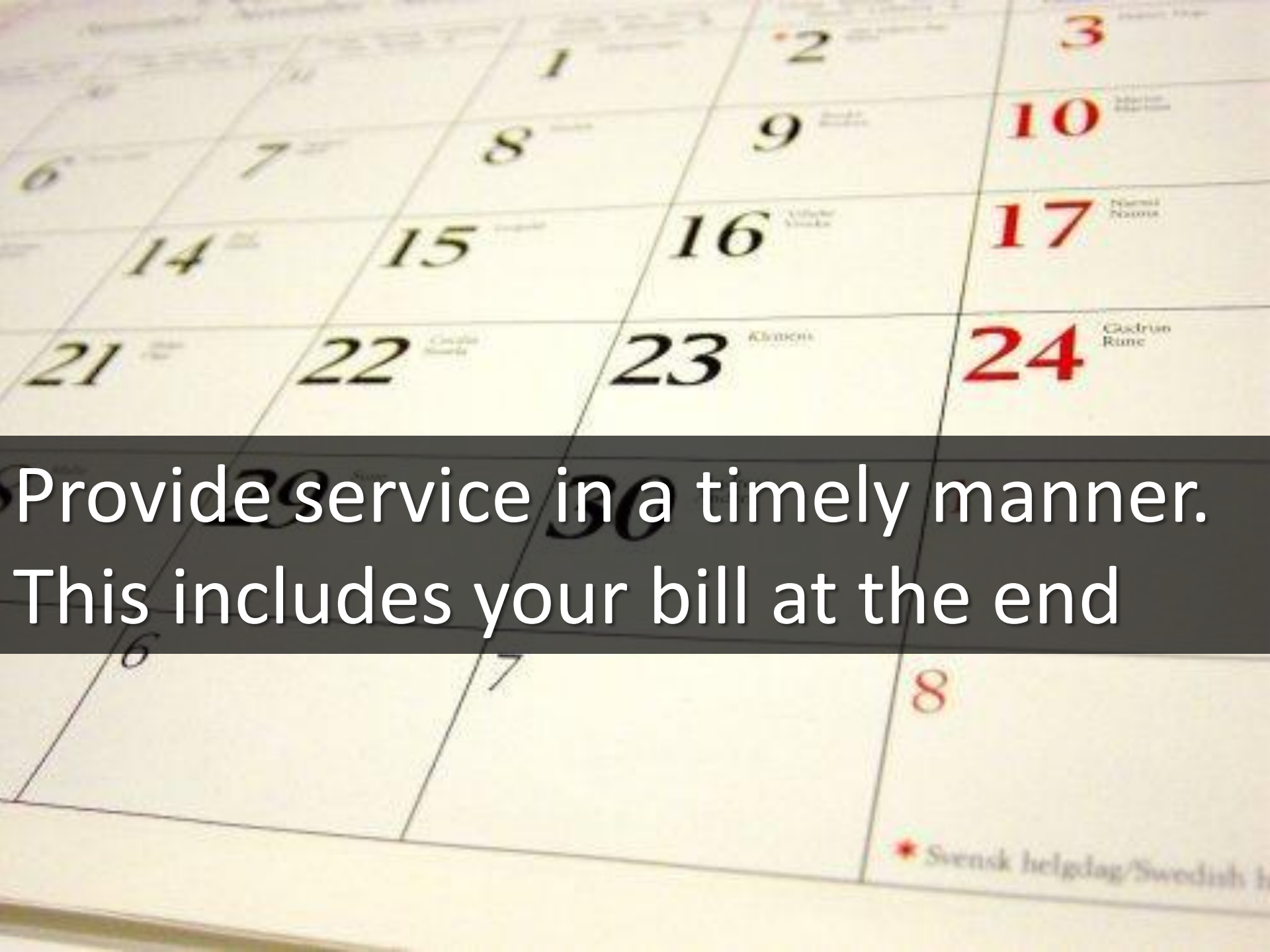
Would I believe I'm competent?

Would I choose me over my competition?



Determine the five adjectives you want people to use to describe you and your values. Then decide if that is realistic and in line with your current image.





Provide service in a timely manner.
This includes your bill at the end

A man with dark hair, wearing a blue and white striped button-down shirt, is standing on a construction site. He is holding a black smartphone to his ear with his right hand and gesturing with his left hand. In the foreground, a large roll of blueprints is visible. The background shows the wooden framework of a building under construction.

Communicate often

At least once a week



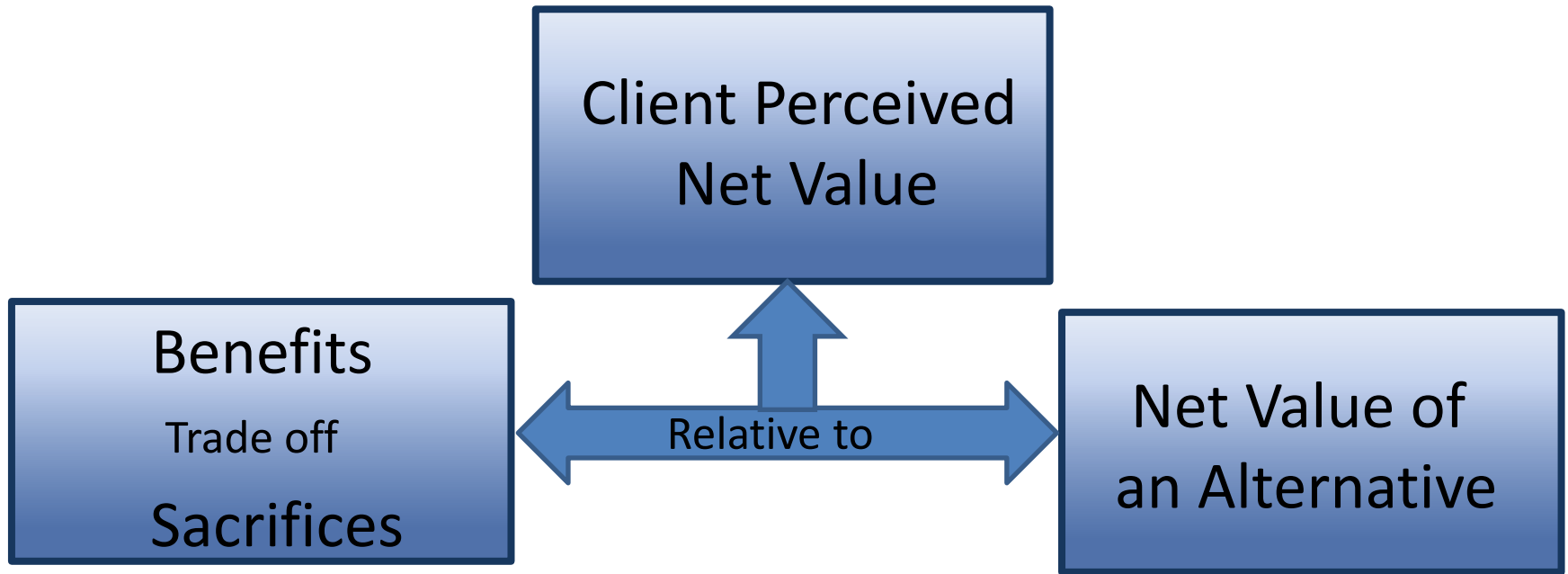
Have they forgotten
I wonder what is
about us? Are they
happening?
too busy?

Charge a rate that is
commensurate with service

FEE


Perception
of Value





Your Client is looking for a value relationship

ie. The fee charged is seen as good value when compared to the service received

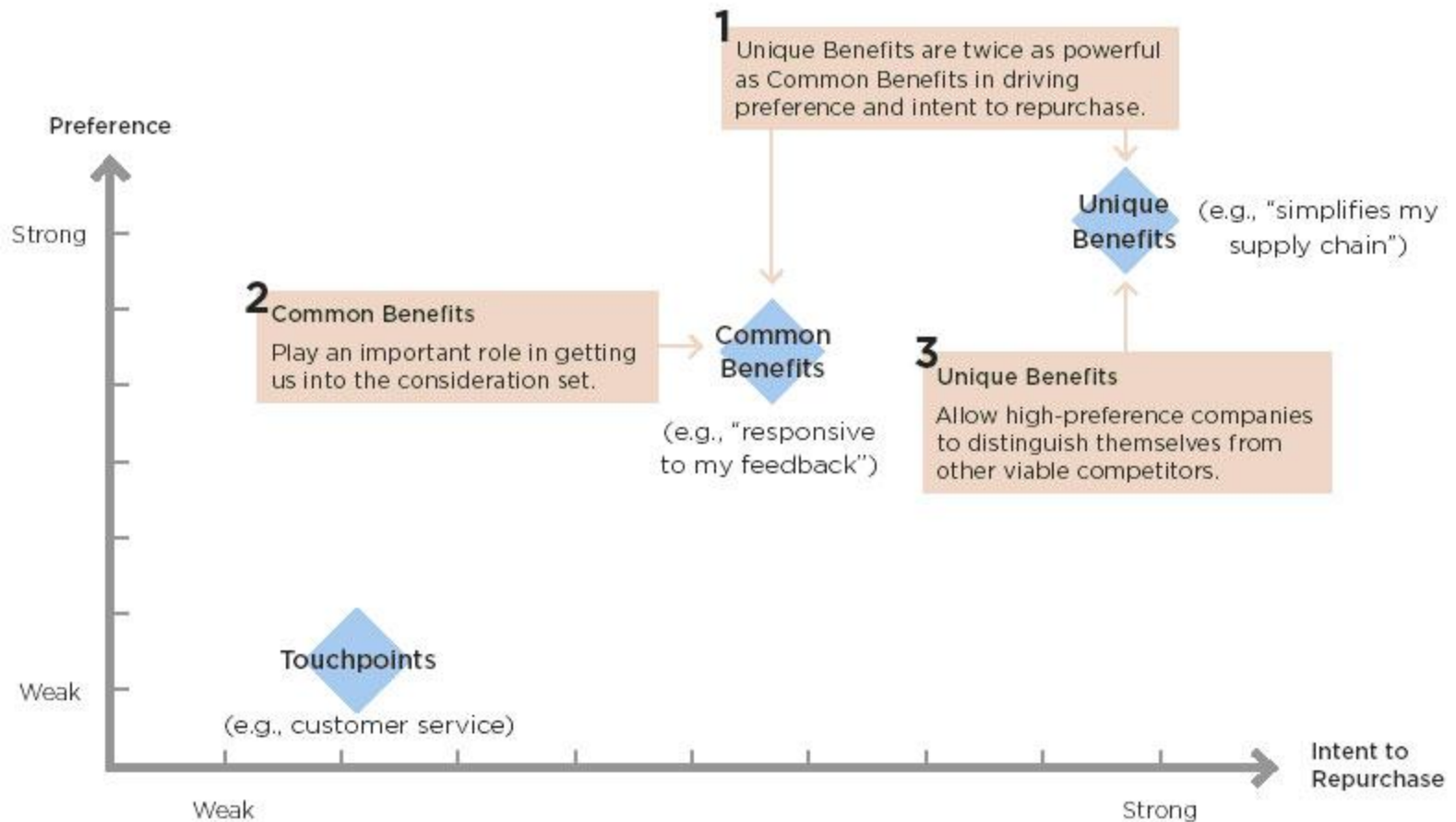


Agreements

A written Agreement should be prepared which covers as a minimum the scope of assignment, schedule of execution, basis of fee and payment conditions.

For residential projects a letter agreement works well

Model Results | High-Preference Companies



**Open to
Illustrated**

*Series
Champion
Toronto
Blue
Jays*

Build a Winning Team





FINDER

Rainmaker

Great listeners

Constantly looking for potential business

Trend spotters

Create Opportunity

A photograph of four people (three men and one woman) standing in a row, looking upwards and to the right. They are dressed in business casual attire. The background is dark. A white rectangular box highlights the man on the far right.

MINDER

Administrators
Control quality
Experienced and capable
Coordinate the efforts of other team members
Make sure work gets done on time
Often are the client interface



BINDER

Strong People skills

Looks for ways to strengthen bonds

Focus on client relationships

Understands that Binding is an ongoing task

Keeps top employees happy and fulfilled

The reason clients and employees stay put

GRINDER



Grinds out the work
Usually entry level positions
Enthusiastic
Aspire to move ahead
Attention to details

OWNER

A woman with six arms is depicted in an office setting, illustrating the challenges of being a business owner. She is wearing a black sleeveless top. Her arms are spread out, holding various office items: a telephone receiver in her left hand, a red clipboard in her right hand, and a pair of glasses in her rightmost hand. Her other arms are positioned behind her head and back. The background features a whiteboard and a green wall. The overall image conveys the multitasking and overwhelming nature of business ownership.

Does it all
More difficult as the company
grows and specialization is required

A Team that pulls
together...



...will maximize Profit

The Purchase Funnel



```
graph TD; A[Awareness] --> B[Familiarity]; B --> C[Opinion/Imagery]; C --> D[Consideration]; D --> E[Comparison]; E --> F[Shopping]; F --> G[Purchase];
```

Awareness

Familiarity

Opinion/Imagery

Consideration

Comparison

Shopping

Purchase

Social Media

It's Not as Big a Mystery as You Might Think

- Google ads
- Use the keyword tool
- Implement a business group on professional sites like

Facebook and LinkedIn

- Ask clients, employees and associates to join your group and begin discussions, post photos, etc.
- Twitter about completed projects with links to your website
- Allows 140 characters, so utilize links to sites for maximum impact
- Post to professional blog sites
- Position yourself as an expert by submitting blogs or replying to posted blogs

Become a Thought Leader You're an Expert, Aren't You?

- Volunteer
 - Expanding, relevant nonprofits
 - Alliance for Sustainable Colorado, Environment Colorado, JSR Foundation, etc.
- Speaking engagements and awards
 - ASLA Colorado, ASLA National, AIA, ULI, nonprofits listed above, etc.
- Submit byline articles
 - *Exposures newsletter*
 - *Landscape Architecture magazine*
 - Professional trade publications

Setting it out, rather than putting

thought behind your spending

- Not having a brand
 - Inconsistent messages
 - Changing focus/lack of commitment
 - Not identifying and following your core values
- Relying on one marketing method for success
- Starting and stopping your marketing efforts
 - Clients and leads will wonder what happened if you suddenly stop communicating
- Creating messages based on what you like rather than what you can do for your clients
 - Not implementing metrics to measure marketing success
- Writing your own marketing copy
 - At a minimum, hire a professional editor
- Not communicating your marketing strategy to employees



Have a pay it forward attitude.
Always think what can I offer this person
(aside from the product you're selling).

The Media



CBCtelevision



OTTAWA
CITIZEN



THE Province

The ChronicleHerald.ca

Detroit Free Press

The Gazette

TORONTO STAR

THE GLOBE AND MAIL
CANADA'S NATIONAL NEWSPAPER



cknx
am 920

The Vancouver Sun

THE GEORGIA
straight
VANCOUVER'S NEWS & ENTERTAINMENT WEEKLY



Rock on

The use of stonework in landscaping, especially for custom-built homes, is booming.

would
after
lenses
lenses
green
gr.
The
for its
business
constructs
the London
Association
this summer
complete, that
is a local point
inspired by out
of inspiration &
survivors but its
diagnosis, health
moments and its
room. It will be a
on the coverage of
physical exposures
approximately with
services in the Lon
A place of hope and
to provide the patients
needed to face this dis
to ultimately overcome
Incorporating the
foundation of the
the property, the
business will have
viewed area as
definite every year
The idea began with
message sent by cancer
Mary Cooke, suggesting the
LJHCA spearhead a project
to create a Cancer Survivors
Garden. It would be a tangible

CANCER SURVIVORS GARDEN
NICKSON PARK, RIVERSIDE AVE.



Leather Specials



Sofa & Loveseat \$3,999

BEAUTIFUL, ENDURING, AFFORDABLE
Every great room starts with an adjective.
What's yours?

REDALE HOMES: SEE FULL-OUT SECTION INSIDE

**michael
Roberts**
FINE FURNITURE

605 Fanshawe Pl. 2A, St. at Woodhurst
London, Ontario Tel: 519-475-9937
Hours: Mon. - Sat. 9:30-6:30
Thurs., Fri. 9:30-5:30



WILLIAMSON The London Free Press

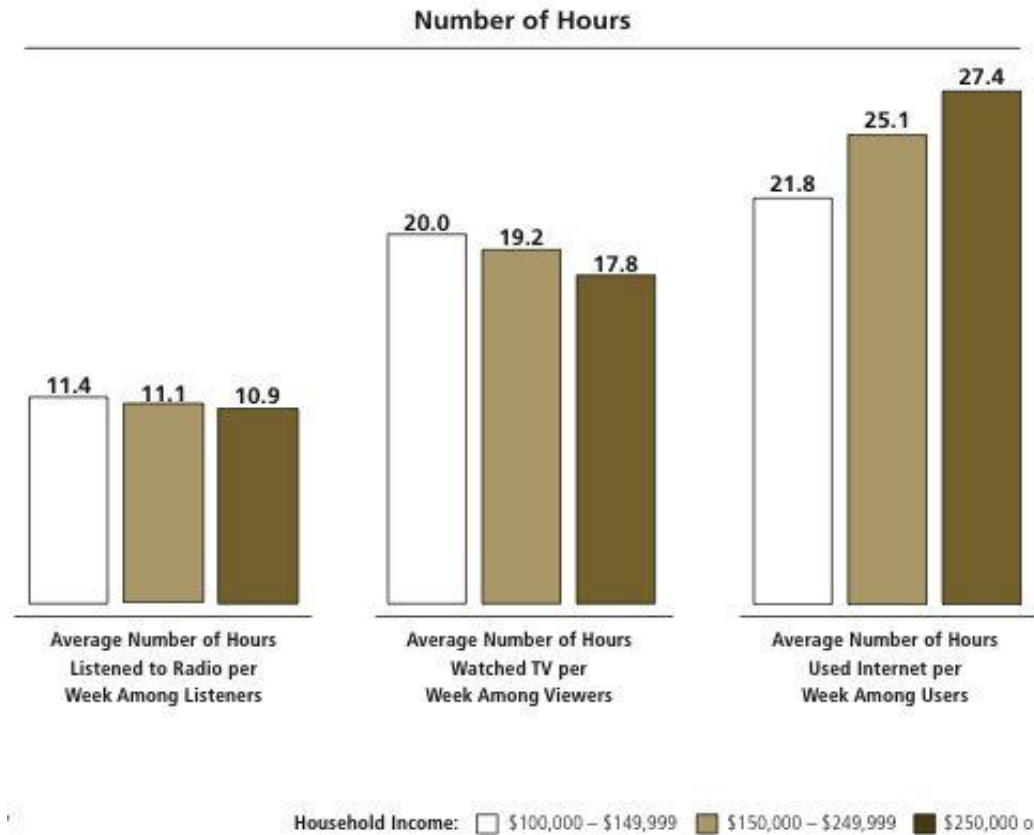
The London Free Press
Hill, Mayor Anne
site yesterday.

gives ore hope

native to the area and a wrought
lobe, as well as the site's familiar
here visitors to the museum can
reflect on Banting's discovery. Malt
nan said.
The project was designed by Fan-
shawe College landscape architecture

Use the Communication Tools that your Clients are Using





Source: <http://www.podcastingnews.com>

*Educate your
Marketplace*



Loss

a company fails to generate enough revenue to cover all expenses

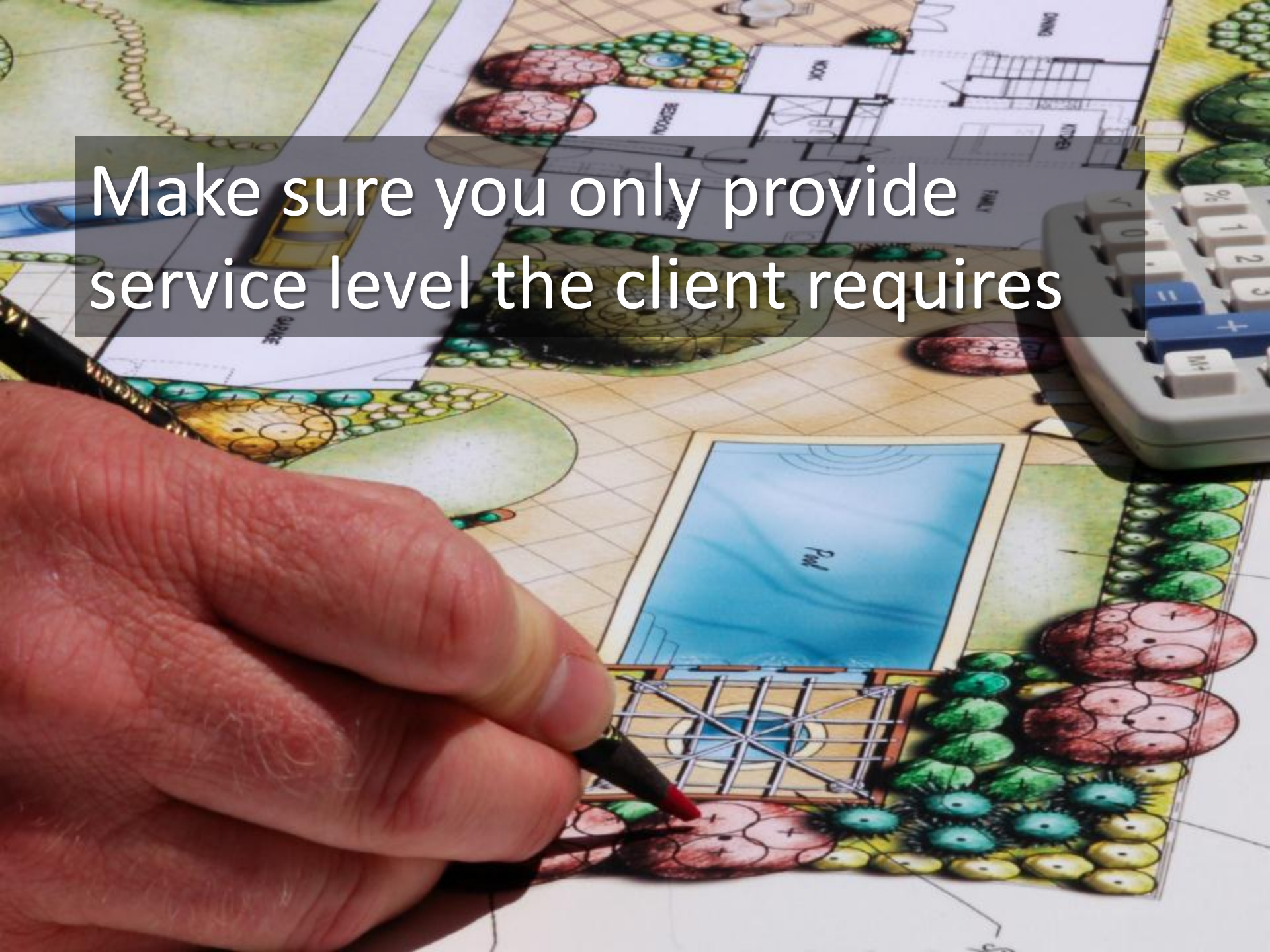


How to avoid loss,

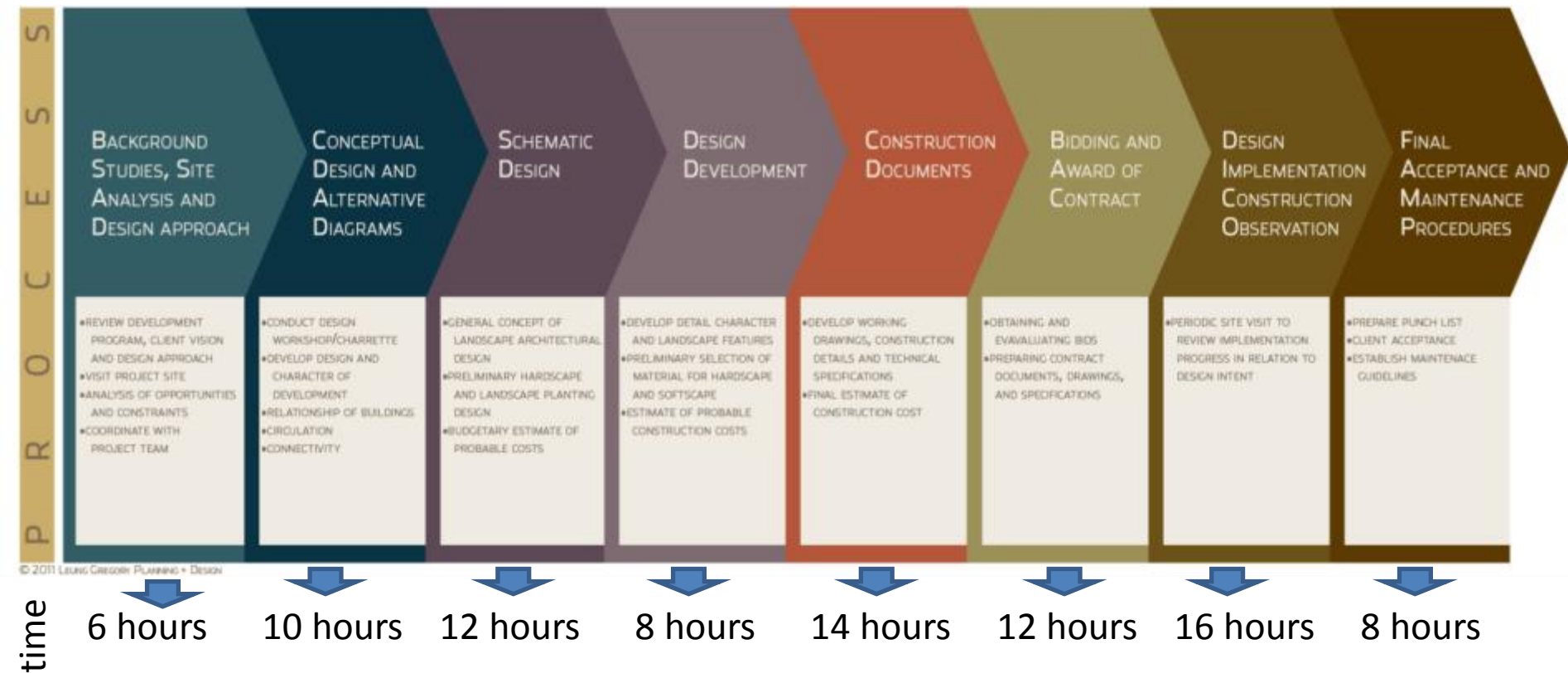


Make sure your clients are willing to pay for services provided

Make sure you only provide
service level the client requires



Landscape Design Process – Full Service

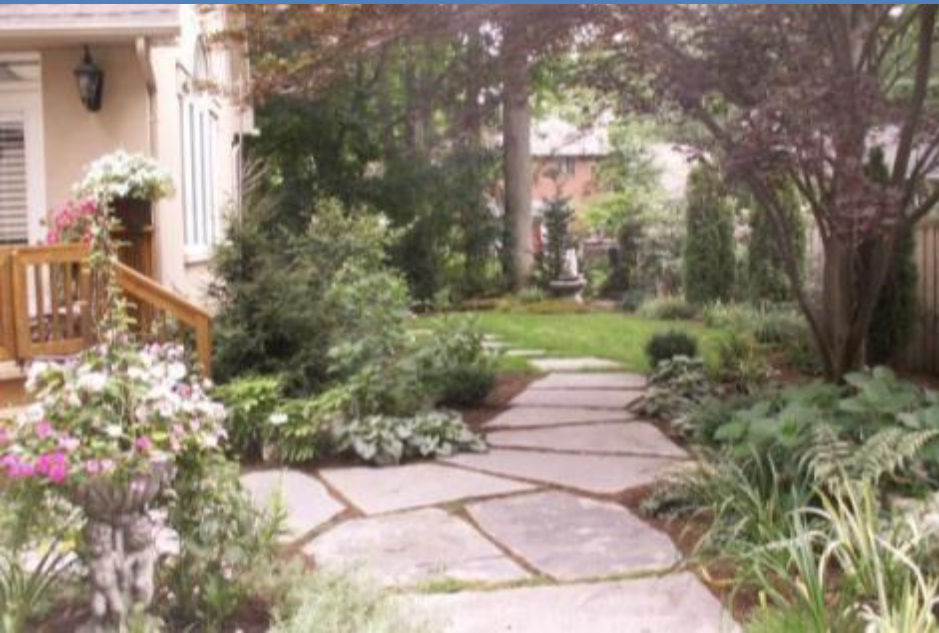


Total time = 96 hours x \$75 = \$7200.00

10% FOR FEES = A \$75,000 CONSTRUCTION BUDGET



LANDSCAPE ONTARIO AWARD WINNERS - \$50,000 TO \$100,000






Keep current and aware of what is happening

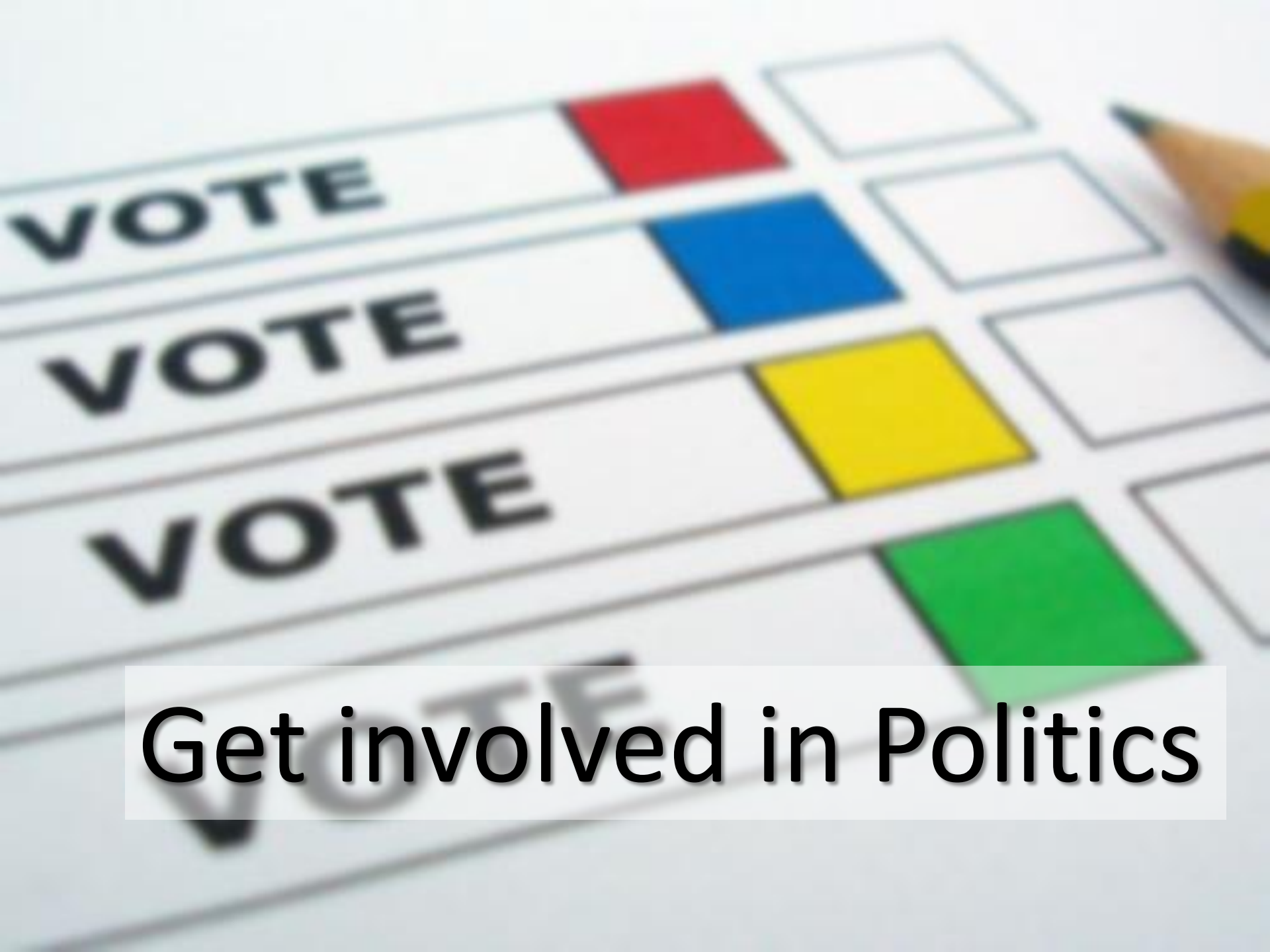


Construction publications
City council broadcast
Professional journals
Committee agendas
Newspaper
Tender calls
Talk shows
Television
Internet blogs
Local magazines



Charitable Events

The Silent Auction Table



Get involved in Politics

Knowledge is
Power





- L** = Look interested - get interested
- I** = Involve yourself by responding
- S** = Stay on target
- T** = Test your understanding
- E** = Evaluate the message
- N** = Neutralise your feelings



SIER HIERARCHY OF ACTIVE LISTENING

Active listening is a process. It involves focusing on the other person. Look at them when they speak. Try to gather any clues to what they are saying that are non-verbal. Watch their facial expression, gestures, and body language. By focusing completely on the other person, you are showing your interest in them and what they have to say.

Customer service

Excellent



Collect Client Testimonials and
make up summary sheets

Poor



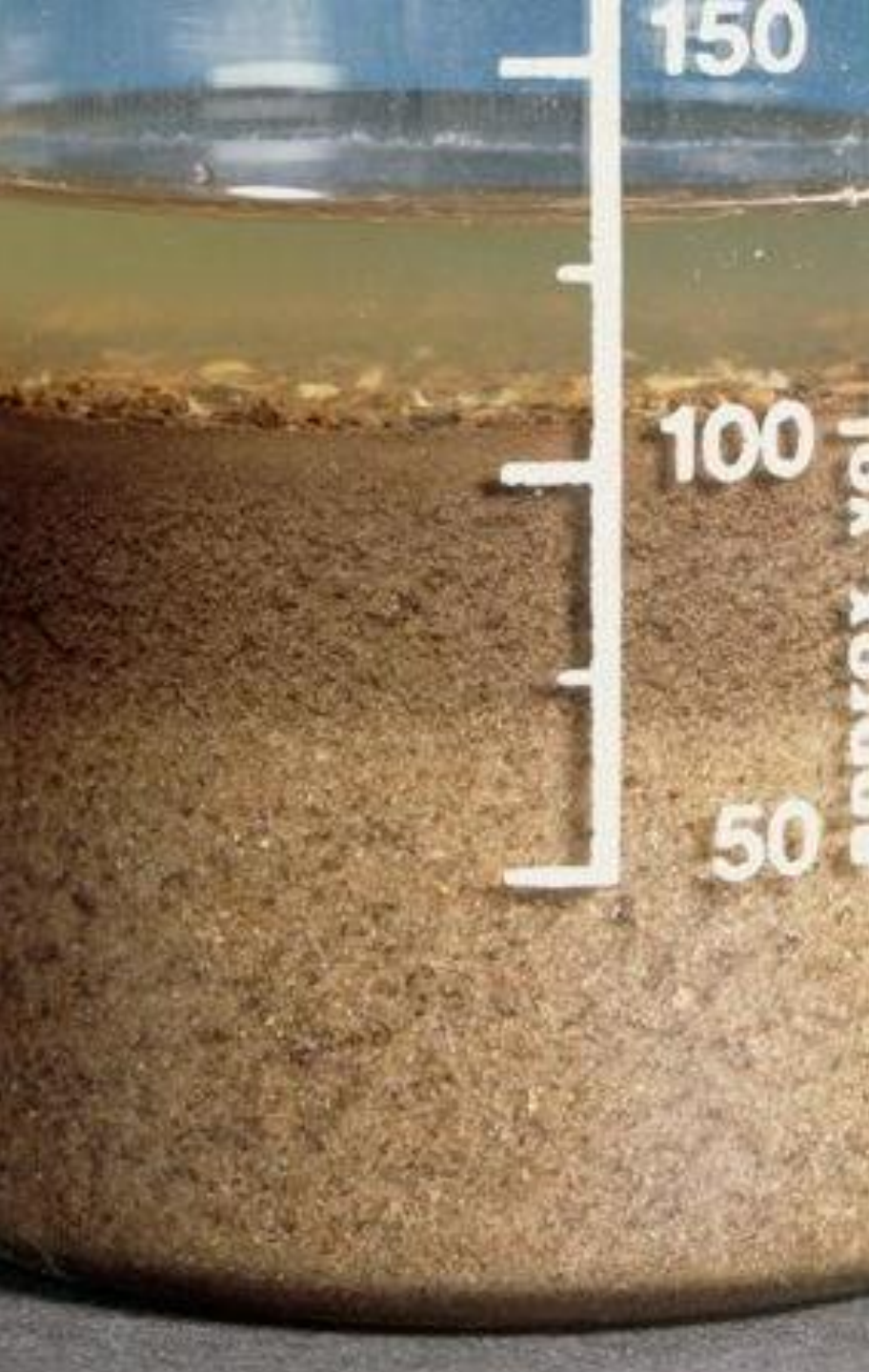
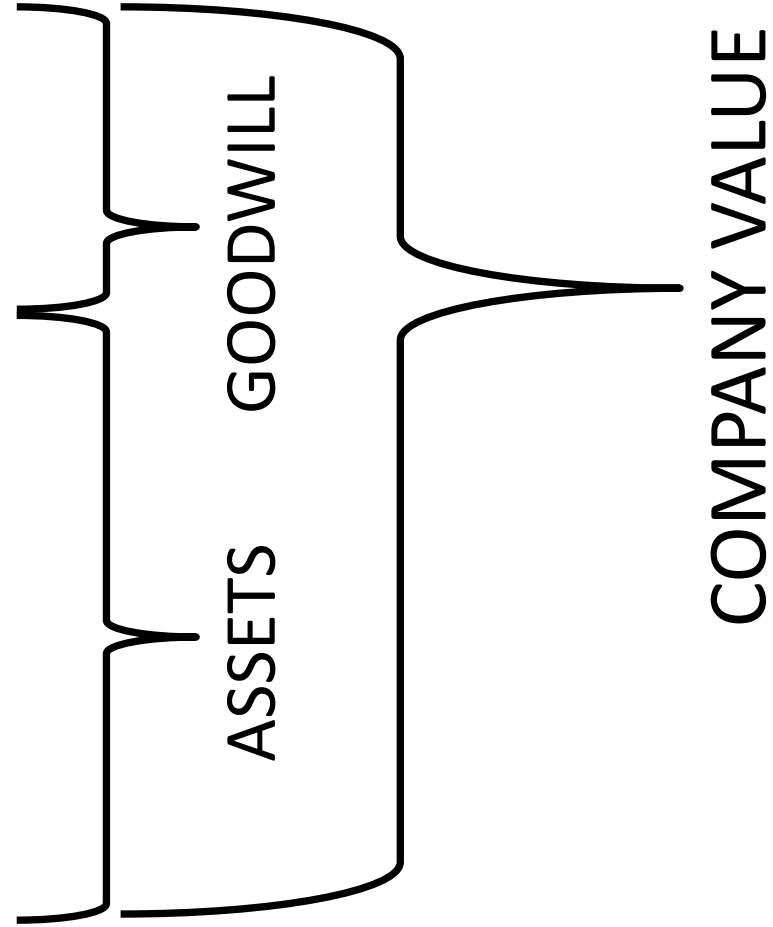
Keep your Key
People



Avoid the cost of training and retraining
Enhance client comfort level
Encourage succession planning

Relationship

What Is The Company Worth?






Succession Planning

The Telephone





Make sure the people answering
the phone understand your Brand

The background of the slide is a close-up, slightly blurred image of an open book. The pages are yellowed with age. On the left page, there are faint architectural drawings, including what appears to be a site plan or map with various lines and text. The right page is mostly blank, showing the texture of the paper and the binding of the book. The lighting is warm, creating a golden-yellow hue across the entire image.

Size of your Market

Is there enough work to support
your firm?

General Rule:

10 Architects and 15 Engineers
for every Landscape Architect

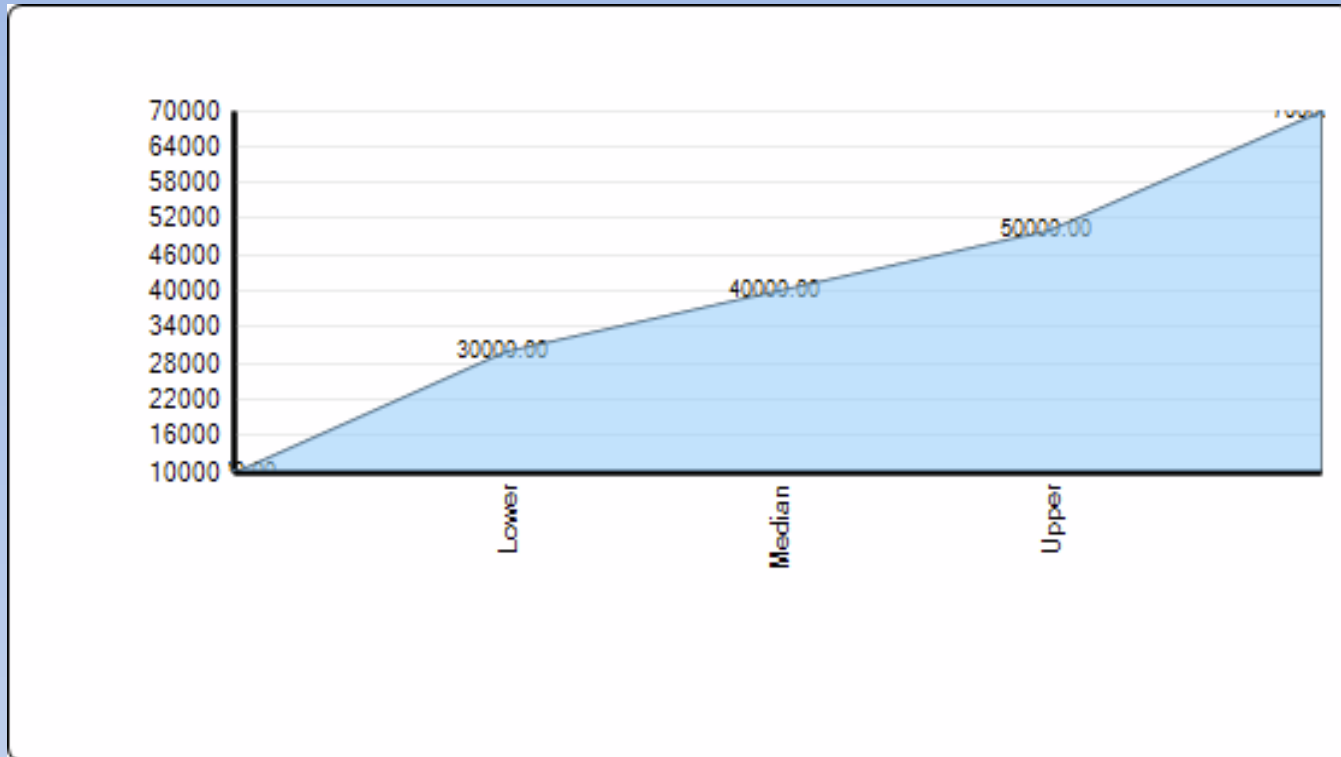
How Many Dogs are Chasing
the Same Cat?





Align with another firm to
get experience or access
to a new market

LANDSCAPE DESIGNER (US) INCOME LEVEL



Salary Data for **Landscape Designer** as of December 2011

Source: iHireLandscaping.com

Landscape Architect I

[Methodology](#)

U.S. National Averages

Median Salary

\$42,736

10% \$33,057 25% \$37,670 75% \$47,803 90% \$52,416

A bell curve representing the salary distribution for Landscape Architect I. The curve is shaded in a light blue color. The peak of the curve is marked with a blue dot and labeled with the median salary. Four vertical dashed lines extend from the curve down to the x-axis, marking the 10%, 25%, 75%, and 90% percentiles. The area under the curve is divided into four sections by these lines, with the 10% and 90% sections being shaded in a darker blue color.

Landscape Architect III

[Methodology](#)

U.S. National Averages

Median Salary

\$58,492

10% \$38,050 25% \$47,792 75% \$64,619 90% \$70,196

A bell curve representing the salary distribution for Landscape Architect III. The curve is shaded in a light blue color. The peak of the curve is marked with a blue dot and labeled with the median salary. Four vertical dashed lines extend from the curve down to the x-axis, marking the 10%, 25%, 75%, and 90% percentiles. The area under the curve is divided into four sections by these lines, with the 10% and 90% sections being shaded in a darker blue color.

Landscape Architect IV

[Methodology](#)

U.S. National Averages

Median Salary

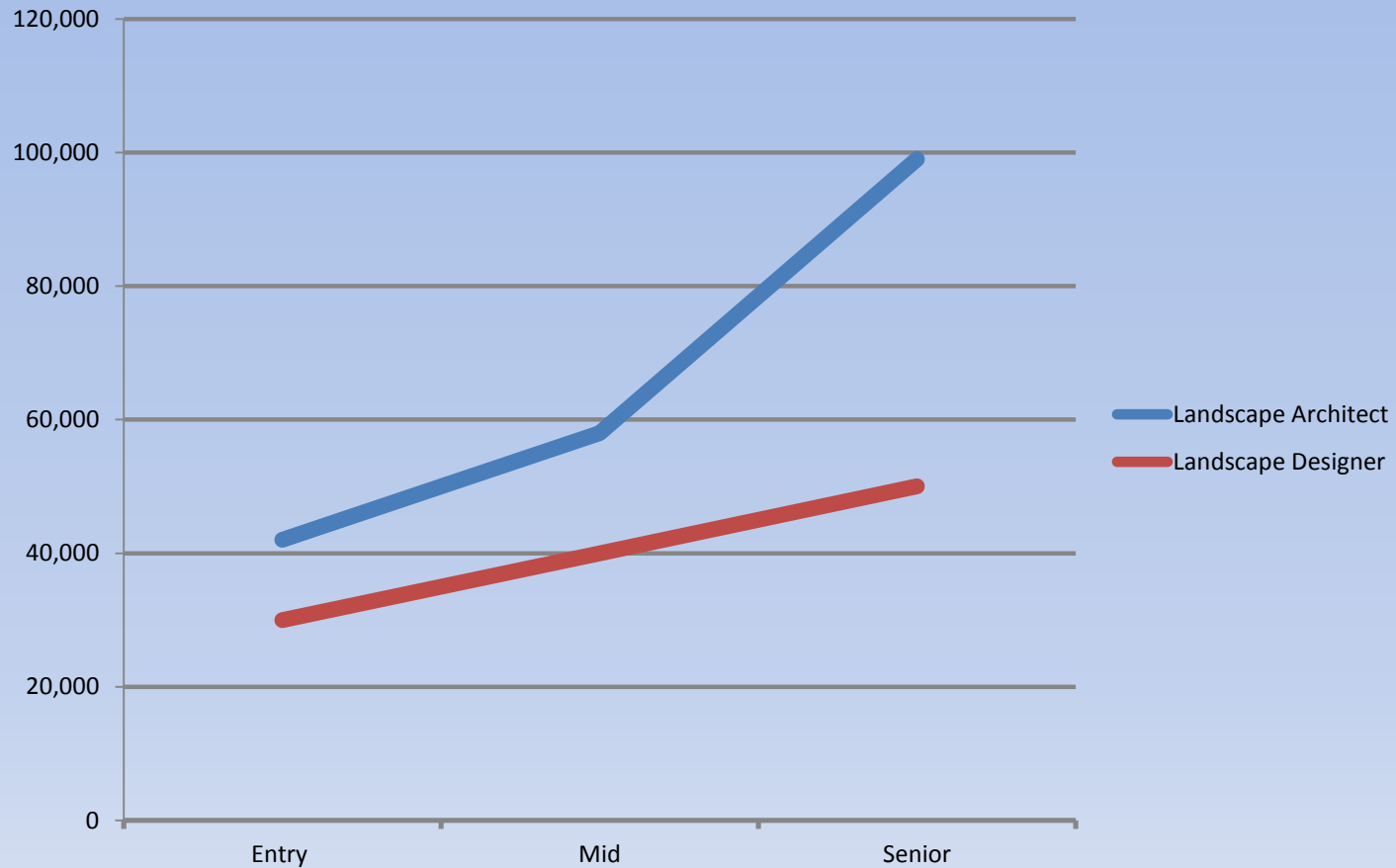
\$74,888

10% \$53,323 25% \$63,600 75% \$78,243 90% \$81,297

A bell curve representing the salary distribution for Landscape Architect IV. The curve is shaded in a light blue color. The peak of the curve is marked with a blue dot and labeled with the median salary. Four vertical dashed lines extend from the curve down to the x-axis, marking the 10%, 25%, 75%, and 90% percentiles. The area under the curve is divided into four sections by these lines, with the 10% and 90% sections being shaded in a darker blue color.

2011 Income Level Comparison (US)

Landscape Architect/Landscape Designer



branding is all about TRUST.

TRUST

The market you are trying to reach doesn't care about your colorful logo or stunning adverts, they only have one thing on their minds; ***can you deliver?***



What Makes A Business Branded?

1. *Consistent Actions*
2. *Consistent Results*
3. *Consistent Messages*
4. *Consistent Target Market*

The Key is Consistency

BRANDING SHOULD
BE CONSISTENT

BRANDING SHOULD
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Offer services that are perceived
as value added



– contract out those that are not

Printing



Clients respond well to latest 3D modeling and visualization tools



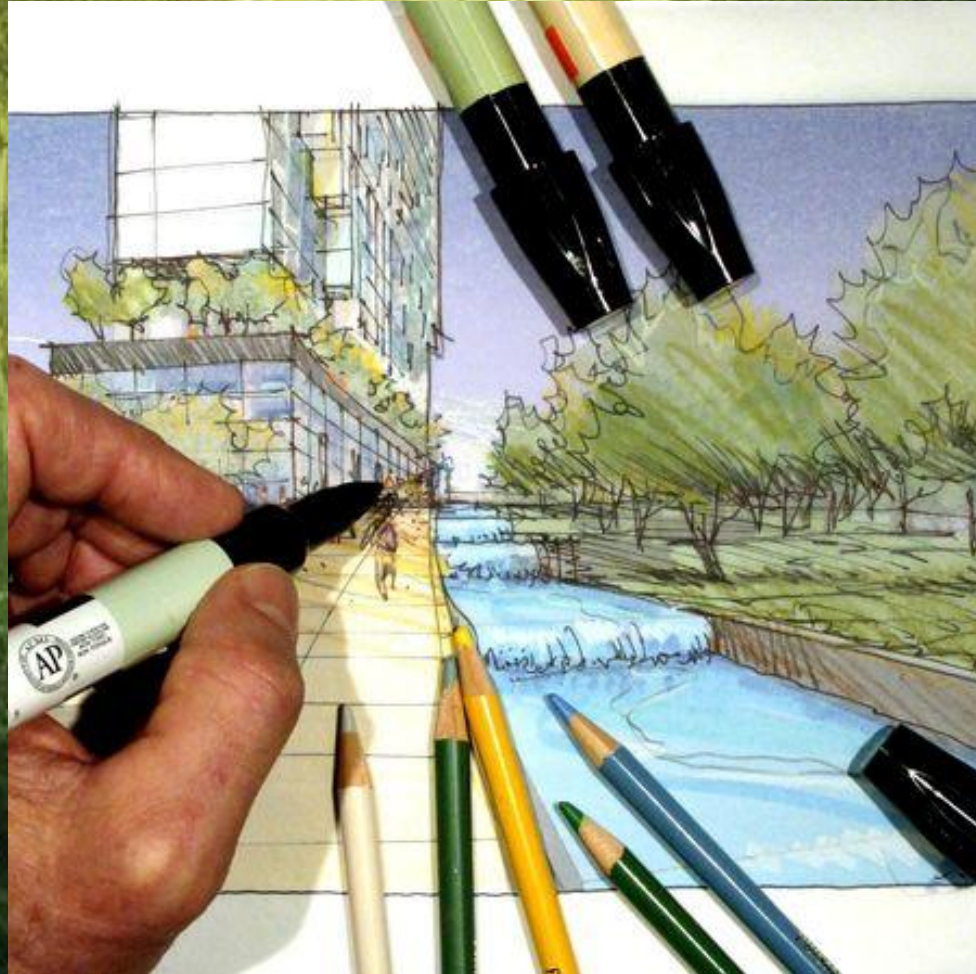
Today they are thrilled to see our designs
in format they understand



Tomorrow they will expect every designer will communicate this way



Spectacular advances in game/movie graphics will displace the magic marker











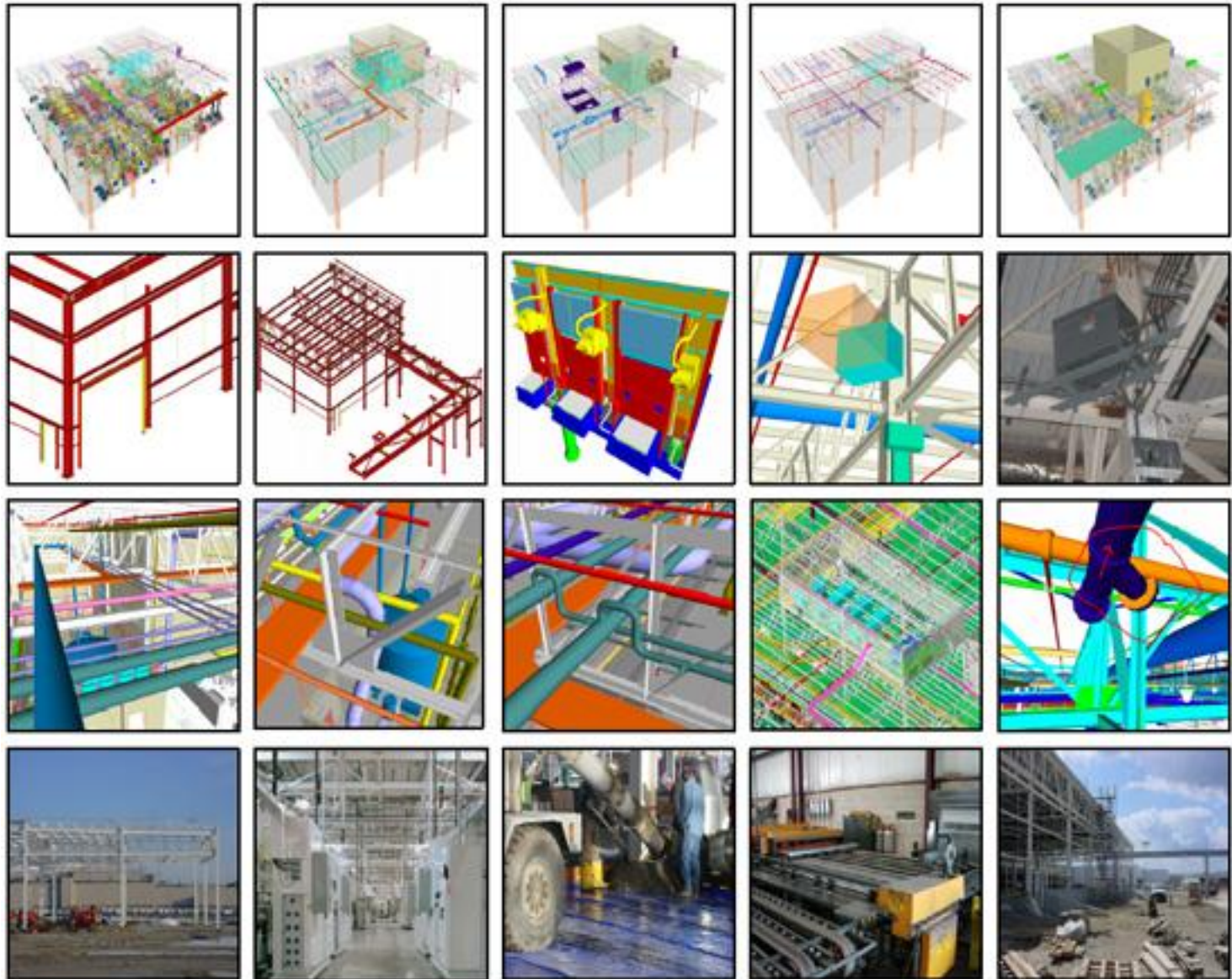


Sub meter – Handheld GPS systems





BIM - Building information modeling



BIM - **B**uilding **I**nformation **M**odeling

BIM provides a good estimation during bidding and procurement

BIM improves coordination in construction sequencing

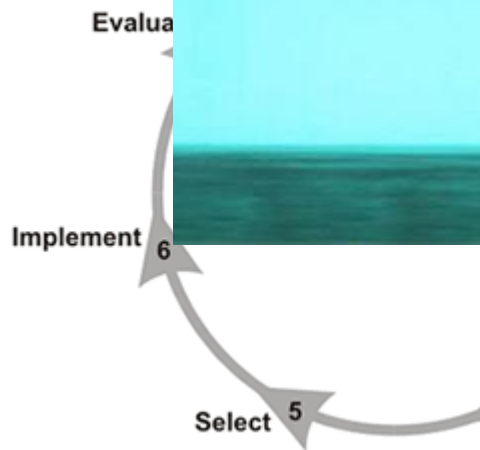
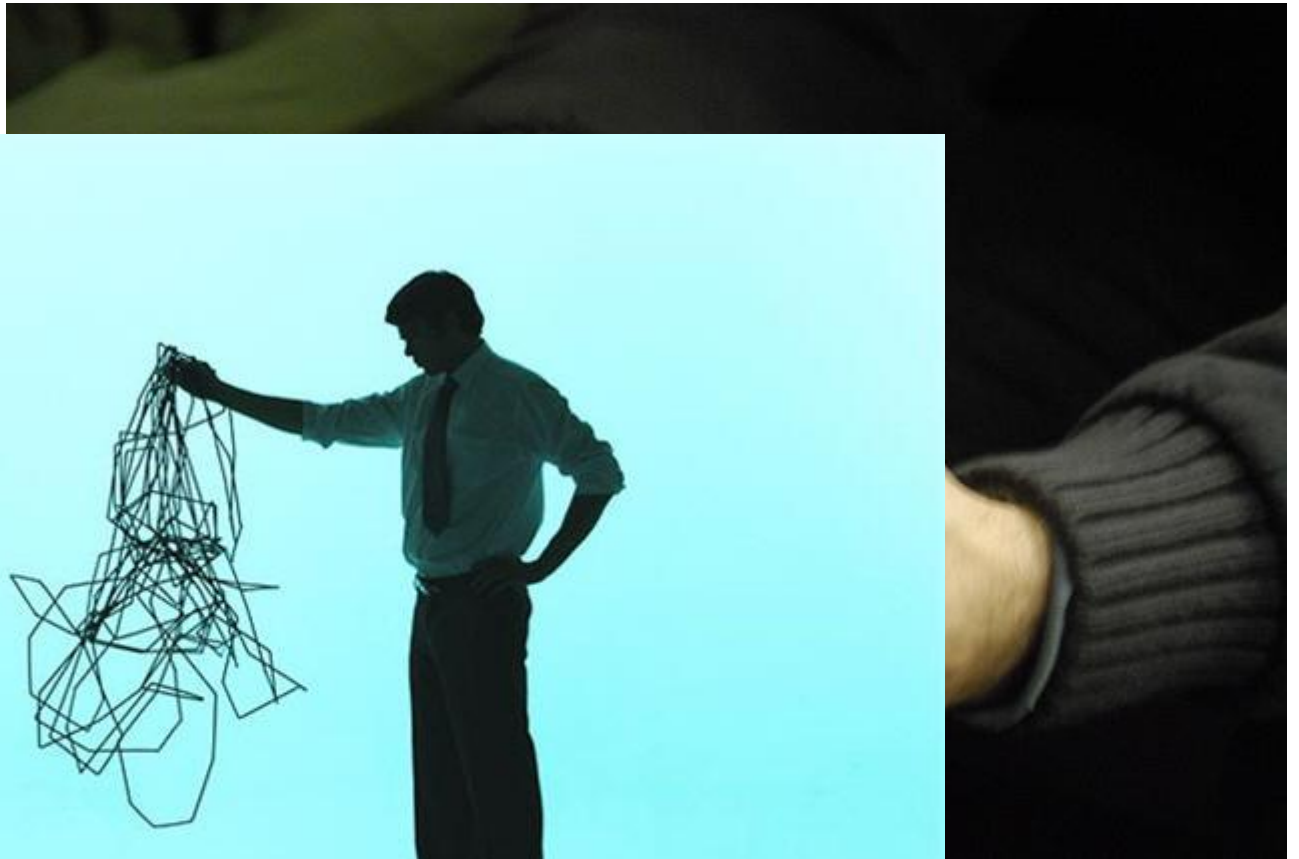
BIM provides for effective communication of construction approaches

BIM - **B**uilding **I**nformation **M**odeling

BIM helps in identifying possible conflicts that may arise during building construction

BIM allows for more what if analysis, such as construction sequencing options, shuffling of human resources, fine-tuning cost factors, etc.

BIM helps clients and end-users in understanding and visualizing the end product











**CAN OF
WORMS
AHEAD**














Not all customers are alike,
even ideal ones.

A close-up photograph of a guppy fish, showing its vibrant colors and detailed features. The fish has a bright orange head, a prominent red stripe running along its side, and a large, fan-shaped tail with iridescent blue and green hues. It is swimming in an aquarium with green artificial plants in the background.

If you spend all your time going
after ideal guppies, i.e., little fish,
you may become very unhappy, very
tired, and a little rich.

If you spend time going after ideal whales, i.e.,
big fish, you may become very happy, not too
tired, and a lot more rich.



The best clients are a pleasure to work with.
They're profitable, appreciative, and truly
collaborate to create a win-win scenario.



Not-fun, poor-fit clients take more time, mental energy, and cause you to take your eye off the ball. They're usually less profitable too.



ATTITUDE



The top 20% viewed service
quality in terms of three factors:

RELIABILITY



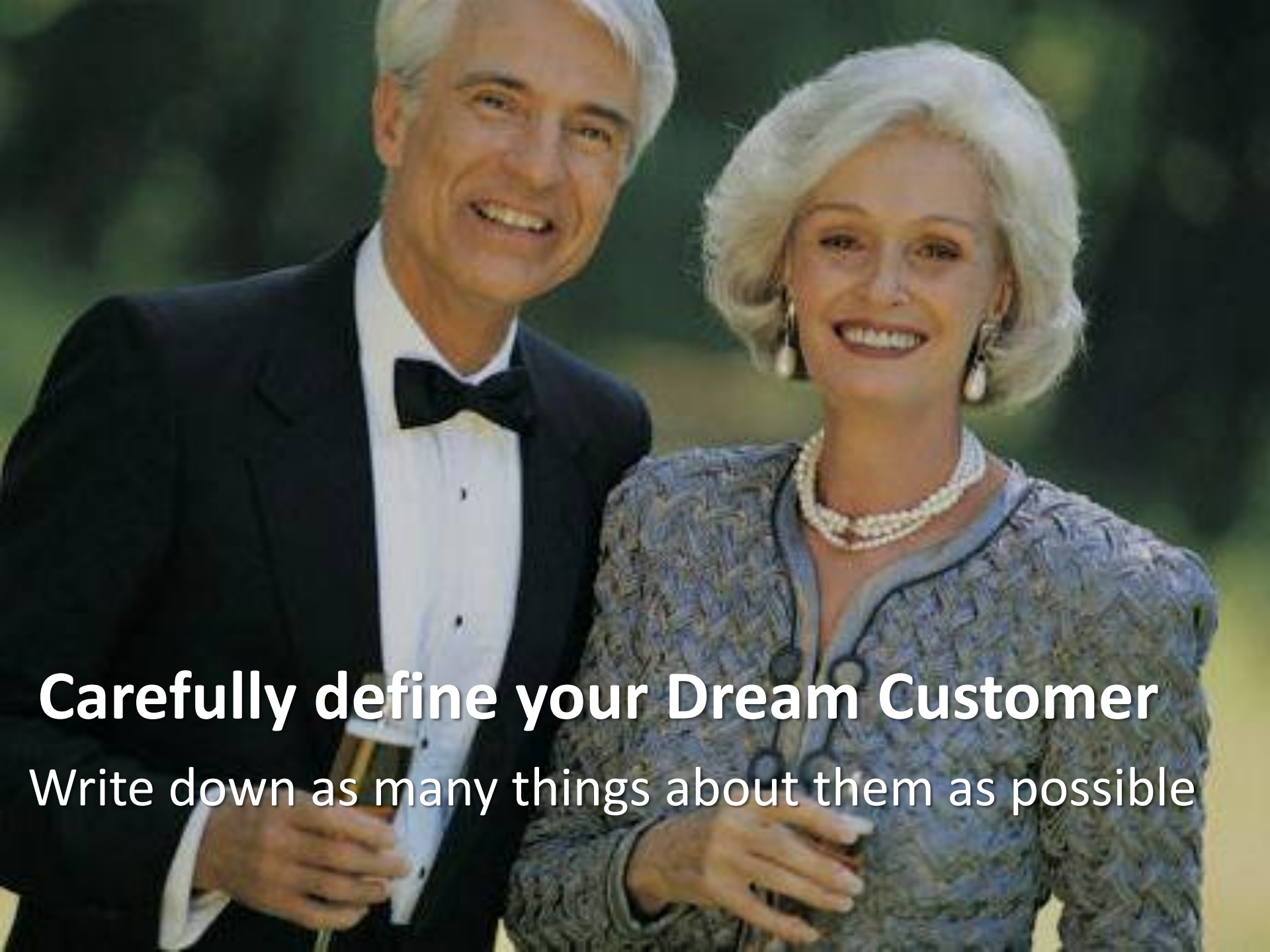
SPEED



You manage the perceived
value of your service



Price is not the main consideration

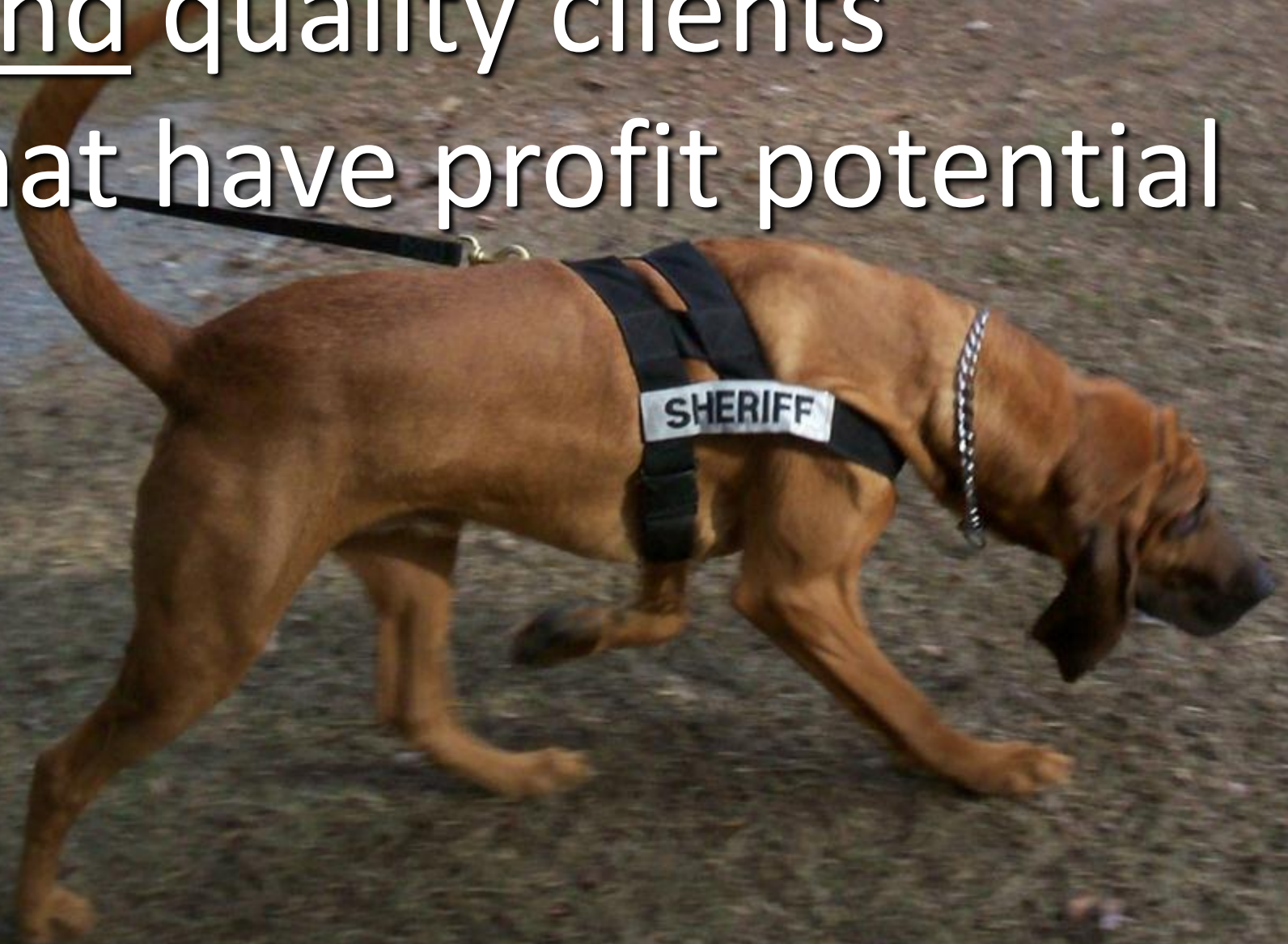


Carefully define your Dream Customer
Write down as many things about them as possible

Commit to using the criteria you just defined as your new rulebook for seeking and accepting new clients



Find quality clients
that have profit potential





Attract quality clients
that have profit potential

The best clients
might be the
ones you already
have



Trust your gut feeling



"People will tell
you who they are,
believe them."

Oprah Winfrey



A man with a white beard, wearing a dark winter jacket, stands in a snowy landscape. He is holding a large, rectangular wooden frame in front of him. The frame appears to be a window or a door frame. The background shows a snowy field with some trees and a building in the distance. The overall scene is in a muted, sepia-like tone.

Over time you might find that
your clients are a reflection of
yourself.

They were attracted to your firm
because of your personality and brand.