

Verizon

6 steps to rewire customer loyalty and boost your business

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PRESENTATION

Chris Serico

Hi, I'm Chris Serico with Verizon. Welcome back to our Small Business Webinar series. We are so glad to be returning and kicking off this brand new fall season. We're excited to bring you fresh inspiration and host new experts, all here to share helpful information for your small business. Thanks for joining us today.

So, our first guest of the fall is Jay Baer. Cultivating marketing and consumer experience for more than 25 years, he's become a well-respected voice in the industry, and was recognized by the CPAE Speaker Hall of Fame in 2018. Jay Baer is also a New York Times bestselling author of *Hug Your Haters* and *Talk Triggers*. For this event, Jay has built a brand new approach and collected dozens of new examples of how to move forward and grow during these crazy times.

So, with that said, welcome back to our webinar series, and let's kick it off and hand it over to Jay Baer.

Jay Baer

Thank you so very much for that kind introduction. I'm delighted to be here. I am in fact, Jay Baer, and I think it's fair to say that there have been a few changes here in 2020, but one of those changes that I find the most interesting, perhaps the most exhilarating, is that there have been incredible changes in market share in almost every industry. That is because, friends, 54% of consumers have made a purchase from a business for the very first time since the pandemic, and 89% of those consumers say that they plan to stay with this new provider. So, what this means is that we have an unprecedented need as businesspeople to hold onto the customer relationships that we have earned in the past, and also an unprecedented opportunity to gain new customers.

Today, the wiring, the relationships that we've had with customers and prospects for many years has been frayed, has been severed, has been changed, perhaps irretrievably. So, today, at least informationally, every business, whether you've been in business for two years, or 20 years or 200 years, every business must function at some level like a startup, which is why I've partnered with my friends at Verizon to bring you six steps – six steps to rewire customer loyalty and build your business.

And the first of these steps is that you should reconfigure your products and services. People may not be into the things they were into before. They may not be able to purchase from you or be interested in purchasing from you the things that they use to buy. You may have heard this saying, and I think it's incredibly true, that we essentially crammed 36 months' worth of digital transformation into 36 days, and this has huge implications for you, for me, and for everybody else in business. I mean, look at an organization like Paintings with a Twist. Paintings with a Twist is a franchise organization, and their business used to be people would come together at a single location, often in a strip center or something along those lines, and they would have a group painting class. A bunch of strangers or loose confederation of friends get together Wednesday night, they have a glass of rose, and they learn to paint a tree. Well, not everybody is super keen on getting together with a bunch of strangers in an enclosed space with a paintbrush these days. So, Paintings with a Twist has completely reconfigured their products and services, and now will ship you your canvas, and everybody gets together online and virtually has a painting class.

Now there have been lots and lots of changes to products and services, perhaps in your business, certainly in my own business, but across all of those changes, the one pattern is a huge swing towards digital. How big is this swing towards digital? I'm going to give you

6 steps to rewire customer loyalty and boost your business

a stat right now this can blow your mind. On October 5 of this year, we are projected to surpass the total ecommerce revenues for the entirety of 2019. In 2020, we will hit 2019's ecommerce revenue by October 5. That's before Halloween candy, much less Thanksgiving and Cyber Monday and Black Friday and Christmas, and day before Christmas and everything else. That is extraordinary. So, reconfiguring your products and services for what customers need to, want to buy now, that's the first step.

The second step is a natural byproduct of the first and that is to retrain your team. We're seeing significant staff turnover in many industries as team members are furloughed and then come back or maybe they changed careers, etc. You do not have, in many circumstances, a lot of experience in your team, at least the kind of experience you had last year, and not only do you have less experience amongst your personnel, but if you've reconfigured your products and services, they have to know how these new products and services are provisioned to your customers, do they not? I love this example from my friends at the Upland Brewing Company. Upland is the craft brewer here in my hometown of Bloomington, Indiana. They have a brew pub, and as you may know, in the restaurant business, it's historically been the case that the waitstaff is instructed to touch the tables, touch the tables, and this means that the waiter or waitress checks on the customer all the time. Do you need me any more iced tea? Need some pepper, how about the ketchup, etc? How's your food, do you want any dessert? You know the drill. Well, now during a pandemic, and people are wearing masks and everything else, maybe you don't want the waitstaff to come by that often. So, Upland created these very nifty disposable reversible coasters. The green side says swing by, the red side says catch you later, and that cues the staff whether to approach the table or not. Now, number one, I love that idea. Number two, though, you have to train the waitstaff to instead coming over reflexively to wait for the green card before you approach. Second step, my friends, is to retrain your team.

The third step, once you have a new configuration of products, and you've trained your team how to actually provision those products, is to reeducate your customers and prospects. The one thing I've discovered this year, in the midst of all this stuff, is that nobody knows nothing about nothing right now. Nobody knows nothing about nothing. Your customers have a colossal what I call the uncertainty gap. The uncertainty gap is the chasm between what you know about your business, which is presumably a lot, and what your customers and prospects know about your business right now in 2020, which may not be very much anymore. I'll give you an example of this uncertainty gap in action if I may.

Recently, I got my first haircut since the pandemic. Now, friends, I am a 50-year-old man, which means, back of napkin calculation, I have had somewhere in the neighborhood of 600 haircuts. I felt pretty sure that I had a handle on hair, on how the haircut thing worked. Yes? Turns out no. I had to get successfully answered approximately 16 different questions just to get a haircut. Is the haircut place still open? Does the woman who cut my hair at the haircut place, does she still work? there? Are appointments the same length? Are they different now because of additional sanitation time required? Do I wear a mask? Does she wear a mask? How do I pay now, with filthy paper currency, or can I use a tap to pay? Where do I park now? Do the parking meters downtown even work still? Do I just pop in when I'm there? Do I text when I'm around the corner? Is there a waiting room? Do they still sell shampoo and gel, because I could use some gel, and on and on and on? And this is to get a haircut. Now imagine businesses that are more complex and nuanced than that, how much customers simply do not know any more. You cannot take anything for granted in terms of what your customers know about your business because the reality is they may know nothing, and I think that is epitomized by this fantastic sign from Casa Video. They had to put up a bedsheet, friends, "I assure you that we are open". People don't even know if you're open in some cases, much less other things, and this has been discovered in analytics as well. My friends at Yext, a software company, found an 88% increase, an 88% increase, in questions asked on websites between February and April. This isn't questions necessarily asked in Google, although that's also gone up, it's questions asked on your own websites, an 88% increase. Why? Because nobody knows nothing about nothing anymore. You have to reeducate these customers.

What you need, friends, is the ultimate FAQ, frequently asked questions. You need the ultimate FAQ, and I mean this sincerely. One of the things I'd like you to do at the conclusion of this program is grab some paper and a pen, I actually find this works better when you write it out longhand instead of typing it, and I want you to think about all the questions that your customers might have about doing business with you today, just like my own haircut example, and then I want to make sure that those questions are clearly and

6 steps to rewire customer loyalty and boost your business

comprehensively answered wherever you exist online and offline. You need the ultimate FAQ. That's the third step in rewiring your business for customer loyalty and growth.

The fourth step is that even if you have the ultimate FAQ, customers are still going to have questions, because these are unprecedented times, as I'm sure you've heard. They're still going to have questions, and when they ask you questions, I really want you to focus on responding quickly. If you've ever been in sales, you may know this principle. It's the principle of open loops. It works like this. When somebody has a question about buying from you, that opens a loop, and that loop, because it has not been successfully closed, while it is still open it creates angst and dissonance and doubt and confusion in the minds of the prospective customer. So, what professional salespeople are always trying to do is ask and answer questions of potential customers. Ask and answer, ask and answer, because every time it's answered, it closes another loop and increases satisfaction, reduces doubt, and ultimately coaxes money out of somebody's pocket. Today, especially in these unprecedented and uncertain times, which are already ridden with doubt and uncertainty to begin with, when customers have a question and they don't have an answer yet, it creates a lot of tension, and that tension is likely to cause them to not transact with you until those questions are successfully addressed, which means that speed is more important than ever.

Now, look, sometimes, we're not fast enough. Business is sometimes guilty of not being as responsive as we would like it to be, like this example from Twitter. This is Amanda. This is two or three years ago now. She goes on Twitter. You can see the tweet here. She says, "Guys. I'm trapped in an Amtrak elevator at BWI airport" – that's Baltimore by the way. "I'm trapped in an Amtrak elevator at BWI airport. Help?" It says help right there in the tweet. It's a distress tweet, I think we can agree. 205 days pass, and then she gets this reply. "We're sorry to hear that. Are you still in the elevator?" I certainly hope not, because that is longer than is recommended by medical professionals to stay in an elevator. She was able... just in case you're concerned, Amanda was able to free herself MacGyver style or something out of the elevator and live to take another train another day, but 205 days, that is not fast enough. That is a loop that has been open for a very long time.

One of the other really interesting stats that has surfaced since the pandemic found that 86%, that's almost nine in 10 customers, expect businesses like yours and like mine to offer communication that is even more convenient than it was before the pandemic. So, they're not giving you a pass. You don't get a COVID excuse card. It's they want you to be even faster and more convenient than you were before all of this. That is an enormous challenge, but it can be met by being fast, and the one thing about being fast is it's just a choice. You don't need any special skills. You just have to architect your business to answer customer questions more quickly.

There's an accounting firm called Bogdanoff & Dages, it's about an hour up the road from here, and they're a small accounting firm. They do personal returns, small business returns. There's two principals, Paul and Tim, and they have an associate and a front desk person. They are indistinguishable from tens of thousands, literally tens of thousands of other accounting firms in this country. They sell the exact same thing for the exact same price. But they are different because they have architected their business to be fast. Bogdanoff & Dages answer every customer question, at all times, within five minutes. Within five minutes. They're closing loops instantaneously and it helps them rewire those customer relationships and grow their business. One thing to think about, just as an aside, if you haven't examined this yet, 41% of customers say they're more interested in communicating with a business via text messaging or chat than they were since the pandemic, again this need for speed. So, if you don't currently offer chat on your website, or a texting option for your customers, I encourage you to consider that this fall.

The fifth step is to request word of mouth. Now, word of mouth has always been important. Always been important. Since the first caveman sold a sharp rock to another caveman, word of mouth has always been important, but it is more important today than it has probably ever been for a couple of reasons. One, we trust people more than ever. Not all people, but people as a species, as an authority source, and we trust businesses and organizations less than ever, and now when everything's all topsy turvy and mixed up, I guarantee in your own life you are relying on the attitudes and the opinions of friends and family members more than you did before the pandemic. Before you go back to this restaurant for the first time, you're going to ask your friends who have been to that restaurant, how was it? How's the food now? How's the menu? Is it safe? These are the kinds of things that we rely upon today. So, the reality is that the best way to grow any business, your business, my business, Verizon's business for that matter, the best way to grow any

6 steps to rewire customer loyalty and boost your business

business is for your customers to do it for you. But for that to happen, you can't just run a good business, because we don't talk about the things that we expect to happen. You don't get a story told about you for doing exactly what you were paid to do. If I turned off these lights right now, I wouldn't be like, guys, guess what? I flicked a switch and the lights went off. Isn't that amazing? You know why I wouldn't tell you that story? Because you know and I know that that's how electricity works. That's not a story. You have to do something that your customers don't expect. Do something that they don't expect and do it consistently, and that's what will create word of mouth for your business.

I'll give an example. My friend Glenn Gorab is an oral surgeon in Clifton, New Jersey, and kind of like my accounting example earlier, there are a lot of oral surgeons and they all do the same things. It's not like somebody's got some sort of super-secret teeth pulling sauce that's better than the competitors. He is an oral surgeon. There's something like 450-ish oral surgeons in the New York, New Jersey, Connecticut area, so it's super competitive, they all do the same thing for about the same price. Except, Glenn does something on purpose to get his customers to tell a story about him. Here's how he does it.

Every Friday, his office staff gives him a list of names and phone numbers. On Saturday, he calls on each of these people. He's like, hi, this is Glenn, I'm your oral surgeon. I understand that you're coming to the office for the very first time next week. Before you get here, may I answer any questions that you have? People cannot believe it. Now, many of you, I'm sure, are old enough to have had an oral surgery procedure of some kind in your life, you had a wisdom tooth, a cracked crown or some kind of a... whatever, and if you had a good surgeon, they would call you after the procedure that night and say hey, how's it going? How you doing? How's the pain? Are you bleeding to death? Those are the questions they typically ask, but I would be willing to bet a significant sum that you have never had a physician call you before you ever set foot in the office. It's simply not done, but why isn't it? Because it creates so much conversation, because people don't expect it. Glenn tells me that fully 80%, eight zero percent, of his customers mention that phone call once they get into his chair, and every day, he has people call the office and say I have to drive six miles out of my way, I have to pass up 11 other oral surgeons who are closer to my home, but I want you to be my doctor because you're the doctor who called my friend before she ever came to the office. Word of mouth is more important than ever, but you've got to do something that is worthy of word of mouth and just running a business isn't that.

The last step in this process, my friends, is the most important and that is to reset your own expectations. One thing I know, having been doing this for almost 30 years now, is that times of change create winners and losers. It creates new winners and new losers, and I know you can feel that anxiety. I certainly can in my own business, and it is also at the same time very easy, I think, to get swamped right now by this mentality of like, what next, like when's the other shoe going to drop? Like this is more than I bargained for. It is hard right now. It can be depressing, it can be frustrating, it can be tiring, and all the other scenarios that you want to add to that question. It is tough sledding, I get that. But trust me when I tell you this, how you handle your business over the next six months will have a colossal impact on your success over the next six years, because some organizations are going to do a better job of rewiring customer loyalty than others and I want you to remember, 54% of consumers have bought something from a business for the very first time since the pandemic, and 89% of them say they want to stay with that new provider. That new provider can and perhaps should be you, and the solution isn't necessarily just to undercut your competitors on price, because 28% of consumers say that price is less important than the pandemic, despite the fact that we've got lots of people in dire economic circumstances. So, it's not a price contest. It's an understanding the customer and giving them what they need contest. Maybe it's a different product, maybe it is a different price, maybe it's a different, more digital way of getting that [audio], maybe it's a better trained staff, maybe it's more information on the ultimate FAQ, maybe it's answering questions faster, and maybe it's giving them a story to tell about you.

Look, I think it's safe to say that nobody is pro-pandemic. Nobody's glad about any of this, but I will tell you this. I believe that this is the single greatest opportunity you will likely ever have in your life to grow your business, and that's why I think it is so critical to follow these six steps and to rewire customer loyalty and boost your business, and I hope you do exactly that.

My name is Jay Baer. I'm the founder of the digital marketing and customer experience strategy firm, Convince and Convert. You can find us at convinceandconvert.com. My personal site for speaking and book writing, etc., is jaybaer.com. I'm delighted to take some

6 steps to rewire customer loyalty and boost your business

questions at this time. Any other questions that we don't get to today, please feel free to reach out to me via email, you can get to me at either of those websites, and it's easy to get in contact. I really appreciate your time and attention. I wish you nothing but the best as you rewire your own business. Let's see what we've got for questions. Thanks.

Hey, friends, thanks so much, I really appreciate you taking the time to be here. We're going to get into some questions. The first one, just a foundational question, will there be a transcript or way to rerun this program? Absolutely. I'm not positive on a transcript, but there will be an opportunity to replay this in just a few moments. So, not too long after we conclude here, you'll be able to watch the broadcast. Also, I should remind you that the slides that I presented from a moment ago are available to you. If you look underneath the video here, you can find them under slides. You can download them, use them, take them, etc.

One of the questions was about the haircut, my now legendary haircut story? Were you able to get your questions answered beforehand, and if so, how? Kinda is the answer to that. So, I went to the website of the hair place, called BENT, BENT salon here in Bloomington, and to their credit, they had three or four of the questions answered at the top of the homepage, but by no means did they have all of the questions answered that I really wanted to get answered, and so I was at that point, I look pretty tight now, but I was at the point where I was like, look, this hair has got to get cut. I'm on video quite a bit. So, I said, look, I'm going to figure it out once I get there, but I was committed at that point, and a lot of customers don't have that kind of commitment, so you're much better off answering all of the questions, as opposed to just a few of them, and in some cases, friends, businesses are answering none of the questions.

I'll tell you a different story. From right here in my town, I'm looking at a new car, and I go to the website of this car dealer, and the headline of the website, the first thing you see on the site, is your safety is our number one priority. Feel free to shop from the comfort of your own home. So, I read that and I interpret that to be, oh, well, they understand that some folks may be uneasy about coming to the dealership and now you're test driving vehicles and how many other people have test driven this and they're you're wiping down the steering wheel, that whole realm. So, I'm like, oh, wow, they really understand the mindset of today's customer. So, surely they must have an FAQ about their safety procedures at the dealership because I really did want to test drive this vehicle. I looked at everything. I'm not kidding every page of the entire website. Other than that first headline that just said safety is our number one priority, not a single word. Not a word about anything related to safety. Not a question, not an answer, and I was like, wow, talk about like missing the mark. So, the FAQ side of this and nobody knows nothing about nothing and rewiring customer education is super important, and not only should you have a fairly comprehensive FAQ on your site, you should take that document and make it portable, because, and hear what I'm going to tell you, yes, some people, as I did with the haircut, will come to the website and try and get those questions answered at that point, and then decide whether to transact with you, but for more expensive or sophisticated purchases, you may need to refer back to those questions over time, or you may need to discuss those questions with other people in your life, and it may not be practical for you and other folks in your family to huddle around a laptop or a phone or whatever. So, the best practice is to make your questions and answers portable.

There's a realtor in Tallahassee, Florida, his name's Joe Manausa, and Joe's an interesting realtor for a couple of reasons. One, he only represents sellers. If you want to buy a house, he doesn't do that. He also only represents people who have a house for sale. The last time I checked between 250 and maybe \$500,000. So, if you've got a big, giant house, he's not your guy. Now, it is common in that segment of the market, your mileage may vary in your location, but it is common if you have a home between 250 and 500, you may not have a tremendous amount of upside equity in that property, and so what's very common in that segment of the market, as you may know, is that sellers will think, well, yes, I could work with a realtor, or I could try to sell this home myself, and if I'm able to do that successfully, I don't have to pay commission, I get to keep more money, hooray. You know what I'm talking about? Well, Joe understands this, but Joe understands that questions and answers and successfully addressing those is actually a decision making factor for a lot of customers. So, he wrote a comprehensive guide. Here's what it's called, how to sell a home on your own in Florida. It's literally step by step exactly what you're supposed to do. Who to call, paperwork to fill out, and I interviewed him for a book I wrote, and I said, Joe, I don't really get this because it seems to me like you're telling people exactly what they need to know to not hire you. He said yes, I know that seems like that, but people download this guide – again, it's portable, and it's downloadable, it's a PDF, you can take it with you. So, they download the guide, they get to about page 13, and they realize, wow, it is way harder to sell a home on your

6 steps to rewire customer loyalty and boost your business

own than I thought. I want nothing to do with this. It's his number one source of customers. Mostly because he took his FAQ, the question that everybody's actually asking, which is couldn't I just do this myself? He answered that directly, and then made it portable, which I think is a really terrific example for us all.

Rachel asks, do you have any tools to recommend for keeping your information up to date? So, as your business processes change, are you open, new hours, do you have takeout versus delivery, lots of crazy there, you've got to make sure it's up to date in Google, Apple Maps, Facebook, Yext. Some of you may be familiar with this company. We do some work with them. Yext, Y-E-X-T, is a terrific organization. That's the business that they are in, is being a knowledge engine and making sure that your information is correct at all times. So, if you're closed for whatever reason, or you no longer have a gluten-free pizza, or whatever the deal is, you change it once in Yext and it updates it all over the internet, which is really important, as well as updating it on your own website, which of course needs to be accurate as well.

Ellie from New Jersey asks, I love your story about Glenn Gorab, the oral surgeon. How did you find him in New Jersey? Does he also use that call as an appointment reminder? Thanks, Ellie. A couple of things. I met Glenn at an oral surgeon conference. As you may know, I do a lot of speaking, and I used to do a lot of speaking all around the world. I used to travel about 200 days a year, do the same kind of thing that we're doing here on the computer. I used to do that live all over the place, and maybe someday we will do that again, but for now, it's from here in the home studio, but I was doing an event for oral surgeons and I was talking about the same principle that we discussed today, and he actually came up to me at a break. He said, Jay, I actually do this, and he told me the whole story about how he calls the patients, and I thought it was amazing, so I included that case study in one of my books. It essentially serves as an appointment reminder. They still do an appointment reminder via text and via email, but certainly, when he calls, he says I understand you're coming to the office next week, it looks like it's Wednesday at nine. Do you have any questions? So, good question. Thanks, Ellie.

Nick, also from New Jersey, big New Jersey contingent here. Fantastic. My wife's originally from Rocky Hill, so nice to have you all representing. Nick says you mentioned that speed's more important than price, but my customers are really concerned about price and seem to be spending less? How can you advise me about that? Nick, so here's the idea. Price matters less for about three in 10 customers, as I mentioned, but price is still a concern for seven out of 10 customers. That's the flip side of that. What you want to do is not necessarily negotiate on price but change the way your products and services are bought and sold. So, we talked about reconfiguring your products at the beginning like Painting with a Twist and how they now do home based painting classes, etc. Well, one of the keys to that, I didn't get into it in the presentation, but one of the keys to that is making your products and services sampleable. It's not so much that price in and of itself is an obstacle. It's price versus commitment. People are very wary of making financial commitments right now, because they are uncertain. Nobody really knows what's going to happen. They're waiting for the other shoe to drop. So, what you want to do, Nick, is to say, all right, we sell X, how can we sell Y, which is a smaller, shorter, tighter, less expensive, easier to consume version of X.

I'll give an example from my own business, if I may. So, my core business is a consulting firm called Convince and Convert, and we do online strategy, social media strategy, digital strategy, customer experience strategy for many of the most iconic brands in the world, brands that you know and love. Typically, what we sell is like a 90-day strategic plan that takes a brand and says, here's what you should do online for the next 18 to 24 months, and it costs a fair bit of money, but even big companies like that are like we're not really sure what's going to happen. So, they're not spending marketing dollars indiscriminately, they're being really careful as they probably should be. So, we've had to reconfigure our own products and services and make them more sampleable, just like I think you should do, Nick. So, we actually now have a program called Quick Wins, where instead of looking for an 18 to 24 month strategy, we're working with brands and saying, here's what you should do over the next 90 days, and we can deliver on that product much more quickly, much less expensively and with a shorter commitment, and that is a much easier thing to sell right now. So, it's not necessarily about price per se. It's about price versus value versus commitment. So, think about that, Nick, how you can take what your core business is, and make it a little bit more sampleable. Make sense?

6 steps to rewire customer loyalty and boost your business

Next question, I have an event planning and wedding planning business. What are some of the things I can do to reconfigure my business? Yes, it's tough, especially because in many parts of the country large gatherings, events, weddings are still verboten or lots of restrictions there. I would think about how to sell expertise as opposed to sell events. So, you're a wedding planner. Usually, again, your business may vary, wedding planners are compensated as a line item in the overall wedding budget. You don't own a hotel or what have you. So, the same way that Joe Manausa had the how to sell a home on your own in Florida. If I was a wedding planner, or an event planner, I would sell that. I would say, hey, instead of paying me to plan your wedding, why don't you instead pay me \$299 to take my online course that I just created on how to plan an incredible wedding on your own? I would sell education instead of services, or at least offer those two things in parallel. That's what I would absolutely do.

A question, what was the first point that I made? It was to reconfigure your products and services to change what you're selling and to whom you're selling, and for what.

Bruno from New Jersey. Man, the New Jersey crew is stepping up. Bruno asks, how did the haircut work out? Will you go back? Hair is a big deal for me. Thank you, Bruno. I feel pretty good about it. You tell me, and the question is, if you think the haircut was adequate or not? I have been back subsequently, so I've now been twice. I do like the place. I like my haircut person quite a bit. Similar for a B2B business model is the question. 100%. Actually, I'm doing a B2B version, specifically a B2B version about this same idea tomorrow for a different program. It's the same. In fact, B2B, remember, I talked about twice at the beginning and this idea that we're having big market share shifts, that people are choosing different providers in an unprecedented way. 54% of people have chosen a different provider, check this out. In B2B, 20% of B2B buyers have changed who they buy products from extensively. So, it's not just making one little difference here, we're going to buy paper towels from somebody different or whatever. It's like full blown we're switching horses completely. 20%. So, that is a massive opportunity, and also a little scary. So, yes, from a B2B standpoint, very similar circumstances. Obviously, the examples are different, but the same idea.

Let's see. Would you recommend putting all of the related questions in one list to capture them? Absolutely. Keep them together for sure. What do you think of increasing my weekly rate? I'm in the daycare business. Well, I guess I can't answer that question objectively without knowing more information, but I would say this. People are willing to pay for safety and certainty right now, in ways that they never have in the past. As well as people are willing to pay for hassle free. The last thing anybody wants right now is extra hassle, because everybody's like up to here with the world. I'm like, I don't need... I just don't need it. So, if you as a daycare provider, can say, all right, we can make our parents – you're selling to parents, if we can make their life easier, more convenient, somehow, or provide some additional measure of feelings of safety and certainty around the health of their child, I think you absolutely can charge more, but I don't think you can just say we're charging more, because... I think you have to have something else going on in there that makes it worth that request.

Let's see. My business is a small gym. We've had a loyal customer base, and many of those customers have stuck with us. Many others have jumped ship, what are your thoughts on keeping loyal customers loyal when everything they're used to has changed? Exactly. That is really the whole point of this presentation. Thank you for picking up on that, that you've got to retain the customers that you've worked so hard to get over time, and they have the exact same questions. Just like the haircut, right? My wife is a member of a gym, you can probably tell that I do not do a lot of gymming, but same questions. Who wears a mask? Where do I park? How long are the appointments, do you wipe down the equipment? And it's not even safety stuff. How do I pay? Do I have to give you paper money or tap to pay? It's all the same stuff. So, I would create a very thorough FAQ for the gym. Because gyms are typically more of a personal business, you've got a trainer, you might know the gym owner, etc., I would maybe record a video of you as the gym owner, I would send that video to all of your previous customers and say, here's what we're doing now; if we haven't seen you recently, maybe you're working out from home, that's great. By the way, if you're working out from home, go to our website, we've got some tips for you, because maybe they'll come back eventually, but I would worry most about keeping customers and then worry second about getting new ones.

Let's see. Andy from New Jersey. I'm not making this up guys. I'm not. All the questions are from New Jersey, which is actually making me a little bit... it's freaking me out actually. Andy from New Jersey says, did you think the car dealership was talking about COVID

6 steps to rewire customer loyalty and boost your business

safety or car safety? Yes, so that's the thing, Andy. The headline was – and I'll tell you why it's even more confusing. It's a Volvo dealership. OK, so that headline was safety is our number one priority. I'm like oh, OK, it's a Volvo dealership. Volvo, safety, that's kind of their brand positioning, right? But then the second line, the subhead, was, enjoy shopping for your new vehicle from the comfort of your own home, which to me, I interpreted that, and perhaps incorrectly, as, oh, well, it's certainly safe to be here as opposed to there, and that's where it threw me, so interesting, and maybe it's just bad copywriting, Andy, I don't know.

Let's see. Another event planning company specializing in senior trips, parties, and [R&B] performance and luncheons at various venues around New York City. I want to be a part of your company. That sounds super fun. In fact, our head of strategy at my company lives in Manhattan, maybe we can do some things together, eventually. You're on pause currently, what should we be doing right now to keep the members we have and get more? So, here's what I'd be doing. If you can't do anything because the Governor's like can't do it yet, and the Mayor, I would use this as an awesome market research opportunity. So, I would talk to all of your members. I'd have weekly meetups or biweekly meetups. I would ask them to come up with ideas for what fun things you can do next and give out prizes for the best ideas. I would make it a group project to re-architect what you do and make sure that as soon as you reopen, you already have a whole lineup of activities, and the member has already bought into that. So, don't wait until you reopen to start contacting the members. Do it now. Make it a fun game. Let them have some skin in the game and make them feel some sense of ownership of the organization.

Next question. Our business is wood manufacturing, historically it has relied more upon word of mouth referrals, returning customers, and more recently, of course, face to face visits. How can we reconfigure our marketing to prospective customers? So, I think word of mouth is even more important than it's ever been, and it's more important in B2B than it is in B2C. This is going to blow your mind, but 50% of all purchases are impacted by word of mouth in some way, some word of mouth recommendation impacted that purchase. 91% of B2B purchases are impacted by word of mouth. So, almost every single purchase. So, what I would do in your wood manufacturing business is make sure you have what I call a talk trigger. A talk trigger is something that you do in your business designed to create conversations. I have a whole book about it called *Talk Triggers*, and one of the examples in that book, would you not believe this, is actually from a wood manufacturing company. So, check that out, you're going to love it. It's exactly what you want, which is very nice.

Let's see. When you say, and I mentioned this, reset your expectations and do the unexpected, should we be strategically planning for the next six months as a playbook, or save some things and launch them in 2021? Look, I would... I think it is dangerous to leave opportunities on the floor purposely right now. I would pull out all the stops. I don't think I would say, particularly because we've got fourth quarter coming and everything else, you have an election coming, which is going to turn things upside down for a bit one way or the other. I would go hard right now. I don't think I would say all right, look, it's almost the fourth quarter, let's keep it at an even keel and then really get into it the first quarter next year. I would go for it right now.

How would you approach it if the business is tourism, and right now our tourism is extremely low? Indeed. In fact, one of my clients is California Tourism. We do strategy work for the State of California and their tourism department, which has been obviously affected dramatically by current events. I think what you have to do is, just as I mentioned a moment ago to a previous questioner, is you're not going to be able to magically create tourism demand right now. Even though people may want to go someplace, in many cases they can't go. They can't leave their house, it's prohibited. Don't want to get on a plane, whatever. However, I firmly believe, firmly believe, that when things start to thaw out a little bit, there is going to be a massive, colossal uptick in travel and tourism because we have so much pent up demand, crazy pent up demand.

So, I would do two things. One, I would spend this time doubling down, tripling down, quadrupling down, whatever the next one would be – centupling down maybe – with everybody who's ever traveled with you. I would contact via email, phone, skywriting, hostage note, whatever, everybody that you can get ahold of who has been to your destination, your location over the last three years, and I would give them a personal invitation to return, tell them about what you're doing, etc., and then I would very much lean into any staycation opportunities that you may have. The number one segment of tourism right now, it's not even close, are our trips within 50 miles of your home. Some of you are familiar with Airbnb, no doubt. Airbnb is having record months. They're killing it. So, for a while, Airbnb

6 steps to rewire customer loyalty and boost your business

was in huge trouble at the beginning of the pandemic. Now they're absolutely crushing it, because people say, well, I can't go to Hawaii, but I can go to the next cool town over and stay in somebody's house there for three or four days, and at least it's a minor getaway. So, I would work on how do we get travelers that are close to where you actually are?

Will the Q&A answers be available on the replay? They will. They will, because it's all one video, so you'll be able to see those as well.

Why so many questions from New Jersey? We were told each of you gets \$100 per question. That is not true, New Jersey residents, but I do appreciate your enthusiasm and participation.

I'm going to tell you one other thing. As we communicate with customers, I touched on this just briefly a moment ago, but as we communicate with customers or prospective customers right now, this is a good time to start communicating with them in the ways they prefer, not just the ways that you might prefer. There's a huge uptick since the pandemic in customer preferences for text messaging and chat. If you're not doing texting on your site, or with your customers, and you don't have chat available, this would be a good time to really think about incorporating those into your business. We're seeing texting used for a lot more things than they used to, and just look, the average open rate for a text message within three minutes is 90%. The average open rate for an email within three minutes is less than 10%. So, if you really want to connect with customers, start thinking about, hey, can we text them instead of only relying on email, and that may help you as well.

I want to get you out of here on time. This has been an absolute thrill. I really appreciate and a huge honor to kick off this series with my good friends from Verizon. I really appreciate the great questions, especially from New Jersey. It's been a lot of fun. I am Jay Baer. As mentioned, you can find me at jaybaer.com. That's B-A-E-R. And my company is called Convince and Convert, convinceandconvert.com is our site, and I'll tell you, we have more than 3,000 free articles there and advice for business owners and managers and marketers. Lots of stuff for you there.

Thanks again, I really appreciate it, and hopefully we'll see you next time. I wish you nothing but the best. Remember, this is a great opportunity to build your business, you've just got to go out there and make it happen. Thanks so much.

Chris Serico

And that'll do it for today's webinar. Thank you so much, Jay, for joining us and sharing with everyone how they can implement these new steps into their business to retain customers and build loyalty, a very important metric of success for every small business.

Now in the Attachment set you'll see that I'm sharing the slides from Jay's presentation, and you can check out the other webinars in this series on our BrightTALK channel page.

We've got a great season of webinars lined up for the fall, so be sure to tune in for the next one on Tuesday, September 22. Mari Smith, the Queen of Facebook, is back for part two of her three-part series, and that's when she'll be sharing how your business can use powerful scheduling tools to build your social media content calendar like a pro. We certainly look forward to seeing you again on September 22, and for all of the events coming up in our Small Business Webinar series.

Thanks again for joining us. We'll see you soon.