

Andrew: This session is all about closing the deal. The course is led by Nick Holland, founder of the interactive agency, Centre Source. I'll help facilitate. I'm Andrew Warner, founder of Mixergy.com. We're a proven founders. Nick, do you have an example of what our audience will be able to do at the end of this session?

Nick: Thanks for having me, Andrew. One of the things that is really tough in the sales process is that people are often focused on prospecting, they're often focused on pitching, but they really can't close the deal. And this is not something for young people, old people in the field as well. Closing is a science and an art unto itself.

So one of the things I've had the kind of fortune of learning how to do and learning how to perfect over the years, is when you get into that critical stage where you are engaged with a prospect, how do you drive that to a close? And a systematic manner where basically it's not hope, it's actually a tried and true strategy.

So when we get through with this program, there definitely will be no question as to how to get through the close, where if the deal chokes, where you lost in that, in the process. And more importantly, if it stalls, how to know where to go back and immediately re-engage to basically push that towards a close. So these steps will definitely turn anybody who definitely doesn't know how to close, into a closer.

Andrew: Oh, I love it. All right. I want to get turned into a closer, and I definitely want my audience to be able to. What's the first step that they need to take?

Nick: So, you know, one of the things that... Right now you are seeing on the screen, Adobe. We are a small firm, three million dollars in Nashville, 30 people, and it's just not normal for a firm of our size to work with someone of the caliber and size of Adobe.

And so, the example that we went through with them is where we basically used this closing technique. We got lucky enough to get in front of the right person, that's the prospective inside, but, and then we basically pushed for the close. And it allowed us to basically do a quarter of a million dollar project with them. And that's a huge project with a huge brand and it wasn't even in Nashville, meaning that, we were also doing it over a long distance.

So, these are things where we shouldn't have won but, again, you know, our reputation, etc., played into it, but our ability to know how to close that deal played a huge part. So we were able to play with the big boys. The first step is...let me pull up an outline here. The first step [??], it's a four step process to close and the first step that you always want to go through is the one that a majority of sales people often either skip or do it incorrect. And the first gateway...And I call them gateways because what I want you to do when you're closing is recognize that this is a chess

match. It's a strategy. You're an intelligent person. You're more in control of the situation than the prospect you're talking to is. And I...

Andrew: I as the person who's selling and wants their money and business. I'm more in control, you're telling me, than they are?

Nick: Absolutely. Absolutely.

Andrew: OK.

Nick: The thing is that, again I go back into talking about chess, you are going to know exactly how the conversation is going to go, and you are going to lead this person down a path where at the end of it, you're going to be 100% clear whether or not they're going to close. And if they don't, you're going to know why. I call these things gateways because there's an interesting concept that I want you to...that your audience to potentially read about afterwards.

It's called win without pitching. The whole concept is that people don't want to be pitched. They don't want to hear about your awesome features and that is, again, green salesperson 101, wants to spend all their time talking about what they do awesome. And so this win without pitching technique actually goes in reverse, which is, it creates kind of four gateways that both sides have to go through before even a proposal's made. And that's kind of counter intuitive.

A lot of people are like gung-ho to try to get a proposal out because they feel like that represents opportunity/hope but it doesn't. The things that I want the audience to understand are a couple of key principles that I want to lose a deal. I want to lose a deal as quickly as possible and so by using the phrase "gateway", I'm literally saying when I can't get through one of these gates with my prospects, the deal is dead.

Andrew: Okay, so let's go through these. Let's talk about what the first thing is. I know that I am anxious to learn this because I'd like to have that kind of control in a deal. And I know that's what people signed up to take this session to learn. So, what's the first thing that we need to understand? Do you have the gateways up there on your screen? Gateway number one.

Nick: Yeah, gateway number one is simple. Basically, you have to match their need to your value. And it is a simple concept. It is the most difficult one to do. It is where the majority of sales people gloss over it. They'll typically just pitch their value and then they try to hassle for more in some of the other stages. But, this one comes down to, when you are working in the first gateway, you always got to build rapport. You'll see this in lots of different sales books, you know, people buy from people they like. So you got to build a rapport.

Now, instead of just shooting the bull, to basically pass time until you

can move into your pitch, you're going to start building a rapport based around questions that you are asking which are really geared towards trying to find their need. And that's all this really is. And so you take notes. So the take-away is, you are really trying to find their need. You are going to take notes and you are going to have normal conversation with them. But, you are going to be asking questions that you know are going to pull out the needs that they are looking for.

Andrew: Okay, so they think we are just, kind of, chewing the fat here, having natural conversation. It is just flowing, but, we have an ulterior motive.

Nick: Brain control, brain control. And there are two techniques I'm doing. You are asking questions that will always lead to unveiling a need. And you are going to be setting up a way to ask forgone conclusion questions when you are, basically, trying to close out this gateway. So, you go through here and again, one of the things I like to do. And I was thinking that, for you David, I could actually make this more relevant to your audience. By just talking to you about your business and, right off the bat, you have goals that I'm sure you've set up for the year.

Andrew: Okay, and by the way, David is the course producer. He's the person who helped you go through this and then make sure we are thorough for our audience. And, so you want to go with me, Andrew, and ask me these questions to show how this would work. To illustrate it.

Nick: Yeah, it's clear to the audience that you and I have never talked before we did this. So, the deal is, I don't have to spend a lifetime analyzing your business. I could ask you, who is your target audience. And you would either know or you wouldn't. You don't have to go and answer it, but basically, the crowd who is listening knows that they represent your target audience.

What's funny is that you, as an entrepreneur, you either know it or you don't. So, the issue is, I am trying to learn more about your business to find out what your needs are. And, so the issue is, asking who is your target market. These are normal business questions. But what I'm really trying to figure out is do you understand your business or not. Because in my particular field, as an agency, I help bring that enlightenment to the customers. And, so when I'm asking these questions, all of the questions that you ask should be geared toward highlighting needs that you provide.

Andrew: All right, let's go into it. I want to illustrate this because now you've got me hungry to understand how to do it and see it. So, you've got a list of questions here, like, learn about their business, is one topic. Who are your best customers, you are asking. Who is your target market? What do your customers like and dislike about you? So, am I really coming into a conversation with someone I am going to sell with this list of questions in hand? And time to ask them these questions?

Nick: Now, these are a long list that help people that are going through the program. But, literally, if we were going to go through this, we are, for the first time we're talking. And I say we're building a rapport, make sure he's awesome. I've heard about that. Hey, the question I have is how is Mixergy different than lenda.com? And, you go through and do your pitch.

Andrew: Okay, I would tell you that we are much more about the business goals that an entrepreneur would have. So, where lenda.com would show you mostly how to use software, we would show you how to find revenue and how to grow your user base. How to get more customers, that kind of thing.

Nick: That's where I would say, you are building rapport so, I'd say that's awesome. How do you go about recruiting a lot of your customers?

Andrew: Interesting.

Nick: Are you advertising, are you looking for a lot of referrals?

Andrew: It mostly comes, for us, directly from the people we interview. Because I do an interview every single weekday. I put it up on the website and the people who I interview have followers who care about business and who are studying them. They are following my interviewees. And they come on when I post the interview with that entrepreneur all their followers come to check out the website. And many of them end up being fans of Mixergy itself.

Nick: Now this would be a question where now I'm going to hone in on the need really quick. I would say that's awesome, if a lot of it is depending upon the people you interview, what do you do to move the needle? Is it all about picking very popular people?

Andrew: You know what actually? Picking popular people helps a lot because they have a lot of followers online who will end up flooding the site. For example, when I interviewed Gary Vaynerchuk I think I had more people watching Gary live for his interview than I did for many other people at the time watching and downloading the recorded version. That's a huge thing.

The other thing we do is we look to see who is a news maker. If we interview news makers then I know that we'll get a big audience. I also think that there are certain people who aren't well known, who don't necessarily have a big following whose stories are just so unique and have done incredible things in business. I interviewed this one guy recently with no funding, no real experience, ends up getting a job at meditation company, helps them grow, and then he spins off his own company in South America.

Within a year he got it to a half a million dollars in revenue, and he's just building and building. I think he has an interesting story because he's a fantastic marketer and I wanted to find out how he marketed and how

he got so much business so quickly.

Nick: Yeah. That's awesome. What I've pulled out of this now is that you've communicated to me that you need a way to find interesting stories, you've communicated that you need a way to recruit top talent. These are two different types of audiences that you're trying to pull. Then you've also communicated to me, and you did this loosely but you have to know your product, that most likely you really need easy ways for the people that you're talking to to be able to go recruit their people.

You need good conversion points on your site, you need to give them tools whether you post their video or you give the marketing stuff, you give them ways to promote their stuff. You've told me a lot, and we've spent two minutes talking.

Andrew: I see. By me identifying my needs, and you're right I didn't even realize that I let you know that I have a big need to find a way to let my interviewees promote and to encourage them to promote. Something as simple as an email is powerful, but if we can systematize it for example, we can make sure that every one of them sends out an email and a tweet to their followers and maybe even puts it up on their press site.

Now you've identified these needs, how do you use them? Or do you want to spend a little bit more time without talking about the first gate?

Nick: No, this is great. I was going to say, what happens in a normal conversation for the audience is that you love your product. You have to be passionate about what you do and by doing that, instead of spending all your time talking about your product, you should get jazzed whenever you're asking questions that the answers that come out are most likely going to be stuff that you take care of.

This is why you get excited. I'm now excited as someone who basically is great at online marketing type stuff, I'm excited because now you've given me two or three ways that I know that I have value to you. In a normal conversation over drinks, dinner, or I just straight up get a cold call and I get you on the phone, the depth you get into, you'll start with ones that are the easiest to get the needs out of, but you'll find many more along the way.

The second tip I always say is you should write these down. You can either write them down mentally if you get good at this, but I'm really locking in right now on you need bigger names, you need to find interesting stories, and you need some sort of easy way that you can systematically promote conversions or promotions by the people you interview.

Now that I understand this need, the next thing you do is I would say if I were pitching you I'd say, 'look man, to figure out if we're going to be a great fit for people we do a lot of stuff that would really benefit you,' and this is where I this in my mind. I'm trying to create a situation where

right now the client is always up here and you're groveling for business. Change your concept where now you want to be on the same level. This is if you are educating somebody. You can even get up to here where you're confident enough that you're not even sure you want to work with them.

I might decide, taking this scenario in my mind, that Mixergy may not be a good fit for me because my value doesn't equal the need. This is important so that sales people don't basically sell anything to get through the door. The second thing is that Mixergy may be a brand that's not going to bring revenue or pride to me, so you want to move to the point where you are now creating an atmosphere where you are trying to make them want to work with you and so when you're going through this you often will start off by saying, man, I think we could be a great team together but I actually know that before we do that there's kind of four gateways that I often go through to see if we're a good fit because...

Andrew: So you're actually telling them that you're going to go through a process to qualify them.

Nick: Absolutely. This, now, you're in control. And until you try you'll never believe it. I mean, when my team first was watching me do this they would never believe it but what I'm telling you, Andrew, is that you're a business owner and if I say, look man, you had mentioned that you want to grow, that's our specialty but to know if we're really a good fit we kind of have these four gateways that we always do. And so the first one you mentioned was recruiting top talent, finding interesting stories, and optimizing conversions. We do that and I often, again, in a pitch will drive them home and I'll say, you know, recruiting top talent, we have a really great marketing combination that teaches you direct sales plus setting up automatic ways to pull out whose most popular plus blah, blah, blah. We also speak...

Andrew: I see. So once you've gotten, first of all getting me to talk about my business is a nice change from having you tell me about your business because usually when people start telling me about their business I get a, you know, I get a little bit bored because it's them getting excited about something that's important to them and frankly, we as listeners, we care about ourselves. You know? So, I would much rather be doing what you just had me do which is tell you about myself.

Nick: And I'm excited now because now I'm excited about your business and what I'm going to do is when I go through there, I'm literally going to say, like, I often wonder if we're a good fit together and I'll also say, Andrew, so we've done X, Y and Z that fills finding popular people to speak and we also do multi-varied testing to ensure optimizations whenever people are coming to the site. And we're also really good at pricing strategies to make sure that...

Andrew: Right. So now when you're pitching, you're pitching to my needs. The questions help me get excited about my business and help me identify

needs and help you learn my needs so that you can then come back and pitch to them. I want...

Nick: I just have one thing to say. This is really important. If you can't identify the needs it's dead in gateway one. If you can't match your needs, or their value to their needs, it's dead in gateway one. And you can also tell them, man, you can do this technique a bunch of different ways.

I'm telling your audience that it's often good to create an atmosphere where the client wants to work with you but the thing that's really neat to is that these needs become very important because if you ever have to make a proposal or something like that, the proposal has already written itself because the needs that you have identified and the value that you've promoted, the clients already heard it.

And then you always ask, I'm curious, do the things I brought up to you, Andrew, do they sound interesting, does it at least sound like something that we could talk about in more detail. And, again, it's a foregone conclusion you always want to try to get the yes. And so the issue is if I said, if I could bring you more and higher quality speaker, if I could bring you more interesting stories and I could basically set up a system where people where we're recruiting more people to the Mixergy site, does that sound like a situation where we could probably work together?

Andrew: Yeah, absolutely. OK. And now...

Nick: It's done.

Andrew: Let me understand how you got to this. You have these lists of questions. You don't go through them word for word. Maybe if you were on the phone you might keep it in front of you as a guide. But, do you go through each one of these sections. So, in other words, I see a diagnosed problems, explore solutions is the next section. Do you need to go through in the first gateway, through all of these sections or is it OK to just whatever.

Nick: No.

Andrew: You just organized it as you did for us. I see you shaking your head.

Nick: I was going to say, what happens is that anybody you work with, anybody who's working in this program will basically have gone out and talked about their product. That's the pitch mode, not closing. And they will know what resonates with certain people. So, when you have that eureka moment when you're talking with people and they actually seem interested in what you do.

Again, right now you're pitching what you do and so it's not an effective close, but you know what types of questions people are drawn to. And so,

again, what's interesting is that you should know the questions. It's the homework that you should walk away from this is that if you don't know the questions to ask that basically give you the thumbs up or thumbs down that you're a good fit, you're not even really ready for the close stage yet.

I mean, for you, Andrew, if you're pitching to me as someone who wants to buy the Mixergy site, you have to say, are you an entrepreneur who craves excellent information and doesn't have it available at your fingertips and wishes you did? Yes, I wish I did. And you already knew the answer to that. That's what you built your entire business on. So, the issue is that you now know that if you're talking to me you can quickly ask me questions.

And I know you already do this subconsciously, you already know how to ask the questions and find out whether or not I'd be interested in Mixergy, and now all you have to do to get through gateway one is literally repeat it back to them. That is another step, [inaudible] you have to repeat it back to them, you have to literally say "does it seem like your need is something we would be a good fit for"?

Andrew: So, does it seem like where you say your need, does it seem like the need, you start listing the needs you've identified in the first stage, does it seem like something we can work together on. I saw that you did that to me.

Nick: I go through them one at a time, then I sum them up. I literally say, "Does it sound like the stuff that you need, we'd be a good fit for?" Here's what's beautiful, if they don't say yes, you've got two types of people that you're working with. Again, be lazy, that's one of the techniques I tell people, be lazy. You want to lose the deal as quickly as possible, under your control, but you want to lose it as quickly as possible. Because, what you don't want is the guy who will never commit to you, ever. This guy is a waste of your time, get out of there.

You don't want, with the other person what you don't want is to let someone let you get deeper into the process, if they still have unanswered questions. And they'll let you know, if you say "does it sound like we'll be a good fit together" if they still say no, what's awesome is that you haven't completed gateway one.

So then you go, "oh, that's interesting, what are some other needs that you have that you think that you might not know we're a good fit on?"

Andrew: Gotcha. Then we go through those questions again. Let me ask you something. I see here in the notes, that you and David put together, that there's a pleasure and pain example. Do you want to go through one of those?

Nick: Sure. So basically the other thing is that people only buy on pain and pleasure. And the issue is, is that when you're asking these questions, you're really trying to find the pain. I'll say to you Andrew, "talk about

growth", and you say "yeah, it sucks, we didn't grow this year as much as we wanted to. Bam, that's a pain, on the flip side, if you present the same question a different way and you say "man, it's awesome, we crushed it last year and this year we're trying to beat what we did last year." That's a pleasure, so you are watching for anything that basically moves the emotional needle.

Andrew: OK.

Nick: I'm on screen here, I thought this was a very simple thing for our agency. Which is on the left is a pleasure point, people hire us because they want someone to help them market, design and develop meaningful [??] long term success. And you can probably appreciate that that is an upside potential. Everybody wants to have better marketing, better design, they want meaning, that's an upside potential.

The pain is over here, and it goes to where it says it happens to all of us, and panic sets in where a high profile project comes across. So we are already touching on the fact that their reputation may be in jeopardy, or that they're over their heads, rare skill set. Again, that's something that's basically unique to us.

But basically a lot of people come to us because they can't fulfill a skill set, or an absurd timeline, and right now, we're saying that we can address that pain. Well, every business, at the end of the day, going back to Mixergy, I honestly believe that all the information that I want on excellent entrepreneur tops etc, is spread all over the web. So it's a pain for me to go look for it, so by bringing it all together in one place, now you solve that pain. For me to be able to associate myself with Tim Ferris, or one of these other people, not directly, but just feel like I'm even in the same ball park, thinking on the same problems, that's a pleasure.

People want to do that, so it's not hard for Mixergy to start understanding that when you're asking questions, you can easily go down one of those two paths. If you're selling me, you say, "oh, do you read Tim Ferris, do you read Gary Vaynerchuk, do you read blah, blah?" And if I say yes, then bam, you've got me on the hook, you know that right now, from a pleasure standpoint, it's easy for you to t-up Mixergy, ask a few questions, say "would you like to hear from them directly?"

Andrew: I like that gesture. Nick, once you identify whether they need to go towards pleasure or whether they need to be sold more on alleviation of pain, do we then start pushing one way or the other?

Nick: No. I was going to say that's the beauty, you don't decide. Because you go back to, they will outline the slots that you need to fill.

Andrew: Oh. Then once we know what slot they're in, that's the place we go.

Nick: That's it. So to repeat, you want to get through gateway one, you

want them to want to get through gateway one. Because now you've changed the confidence level, that you're saying to them, I'm ok if we're not a good fit. You then want to go through and find the pain and pleasure through the questions. And these are questions that will be unique to your business and unique to the things that you know people want.

You want to then have them say what those needs are, and then you want to systematically connect the dots between your value to that need. Then you want to ask at the end, man, I just went through and it sounds like I have all the people that you read that have had interviews on my site, and it sounds like you're about to start a business and you're nervous about the information that you don't have.

It sounds like I have all that in one spot, so you don't have to go rent every book from the library or basically search the web. Nick, it sounds like we're a good fit. You should totally sign up for Mixergy. You go, 'what do you think?' It's just a normal conversation. That's the deal. This is not pitching. You are not a slimy sales guy. You are literally from the bottom of your heart trying to lose this deal because it's a waste of their time, it's a waste of your time.

If you really believe in your product it will come through. You can say with deep conviction that I am the best place for tech entrepreneurs to learn about stuff online. You don't even have to hesitate.

Andrew: Especially after they've told me what it is that they're looking for, then I can start talking about that. I see that on your website it says, 'help. My hair is on fire.' That's a great pain example. You also have a good pleasure example. Can you show us that? I think it's a BMW website.

Nick: Yeah. BMW sells on pleasure. That's an example.

Andrew: One sec. Let's give it a moment to just come up on both of our screens. BMW has a lot of images up on their website so it takes awhile. There it is. OK. So this is a pleasure example.

Nick: All BMW type things, all cars like that will be a pleasure type thing. When you come through and you are looking at this, there are a lot of subconscious things. They've got futuristic cars to show that they're doing things really innovative. That's what they want to be known as in engineering. Then you've got 'thirsty for adventure, not for diesel.' This is beautiful.

They've actually got a pain and a pleasure in the same one right here. They're selling thirsty for adventure, aka you're buying a brand of style. You're buying something that sets you apart. That's your pleasure. You have disposable dollars, but not for diesel. What's interesting is they've even got something in there where you're going through talking about the power [??], but not the downside which is finding a diesel gas station etc.

The roadster, 'from dream to reality.' What they're basically going through here is pure balance for the BMW. They're talking about how this is a beautiful car, it's awesome. When you watch things on TV, I would tell the audience any commercial you see that's worth anything will basically always [??] into a pain or pleasure.

Andrew: You know what, let's shut down that BMW website. There you are. Very bandwidth hungry. Every time you talk I lose your connection for a moment. OK. I see what you're saying and you're right. Now that I start to think about the commercials that I've seen on television, including even a Tide commercial, they are pain. Tide commercials, for example, will often talk about pain. They're going to alleviate the pain that I have when I get something on my shirt that I shouldn't, for example.

Nick: [??]

Andrew: You've got performable up on the website. Tell me about that.

Nick: Yes that's good because I can go back in and take a look here: enterprise analytics centered on your customer [??] website. That's a pain. You can understand that basically performable knows that people are sick of analytics that basically don't really help them make more money because it's just focused on all the technical things on the website. If you look at the next one it says 'segment your customers on real activity.' That's a pleasure. It could be a pain because you can't do that now, but it's going to be a pleasure because you're thinking, 'wow, for the first time I can actually start to understand which customers can you see repeat purchases, [??] risks, etc.'

You go here and understand your customers over time. Now, the last thing to do is just imagine if I said, Andrew, what if you could understand your customers over time? Would that be valuable to you?' Yes. Now you go, and here's how the pitch closes. I go, well, at the end of the day, if you want to have analytics that are centered on your customers and not on your website, we're a great fit for that.

If you want to segment your customers based on real activity, which is something you mentioned Andrew, we're an excellent fit for that. If at the end of the day you want to understand your customers over time and you want more of a holistic view of them, we can do that. If those are the three things that you want, does that seem like we're a good fit for you Andrew?

Andrew: Yeah. Absolutely. In my case I'm just kind of saying absolutely to continue the conversation, because this doesn't apply to me. When you ask me questions, you identify things that apply to me and that's what will enable you to talk to me about my specific pain. And that's when I will actually be able to say yes, because you're talking directly to me.

I'm looking by the way at your notes here, the ones that you've got in

front of you, and we're going to give people all the notes for part of their package here with this course. But one of the items on there is, be lazy. You want to be a lazy salesperson? Tell me about that. And let's click over to the webpage while you're telling me about that. That justsell.com/salesgoals. I see, you're going first to other one.

Nick: Okay, I'll go to this one. What I want to tell you is that there's a cliché that you want to hire a lazy programmer. Because what they do is they spend the least amount of time to program something. They want to make it as fast, as efficient and easy to maintain as possible. That's a beautiful quality to have in a programmer. But you want to adopt that as a salesperson. Your time is very valuable. And so at the end of the day most sales people waste an enormous amount of time. And so the issue is that you want to try to lose a deal as quickly as possible because it's good for the customer and in prospect it's good for you. And so by being lazy what it does is it empowers you to feel good about trying to get this deal out the door. So if you, if they're giving you any flack at any of the gateways, you should feel good about that.

And so that's why, the thing is that becomes a theme overall that you want to do that. And so this is not a lazy salesperson. Look at this. This he's outlined every single thing. What's he selling? He's selling all of his value. He says this when literally he probably had something where he could go through here (inaudible) which is for a sales goal (inaudible), you know, people want to earn more money. And so you go through the lazy programmer the same thing goes is, do as little work as possible get the task completed. That's exactly what you want to do. And that's also good for the client. So, I think that's important because that's what a lot of this technique predicates on is, you are trying to, you're trying to get through, you're trying to basically lose it on a gateway.

Andrew: Hey, Nick, are you on the East Coast, by the way?

Nick: No, no, I'm on Central.

Andrew: Okay, Central time. I see people are heading home and I know that it's late on a Friday and I really appreciate you doing this with us on a Friday.

Nick: We have a work environment called Ro where basically there's no start time, no end time, no sick days, no, crazy but. So anyways, that's what you want to do. We spent a lot on Gateway One. And it's important because I would tell you that this is where a majority of deals should be lost. Because what is beautiful about this is if you get past Gateway One, well you're rocking and rolling now. And so I bring it up, the sales bible. It helps you formulate these questions that you are, that as a...

Andrew: You could just hit restart on that.

Nick: Oh, that's weird.

Andrew: I know, we're....

Nick: But anyways, the sales....

Andrew: I mean not restart. If you just hit refresh, it will pop up.

Nick: What I was going to say is on the sales bible, it's a great way to help you come up with those questions. And it's a great book for just overall kind of general sales stuff. But the thing I think is most profound about the sales bible is it actually has techniques on how to come up with questions that you rely on for your business. So that is kind of what it is going inside.

At the end I wanted to give a quick example of Singer and what was interesting about Singer was, big brand and a lot of agencies were pitching to them specifically because they were in a sales slump. Well going through and asking the right questions in our business is often, why are you in a sales slump, or what's causing that, what have you done to try to fix it? You know, again, that's related to me.

But it came down to that their audience was basically older and they couldn't attract the younger crowd. And one of the ways that we won the deal was we simply went through and said, and our foregone conclusions, do you want to work with a firm who has the experience to connect with millennial while still staying true to you brand, and is able to take you where you are to where you want to go in a slow and controlled manner?

That is an illuminating question because it sums up all the needs that they had based around this. And the answer of course was yes. And by doing that we went through and at the end of the day they threw up lots of things that they were worried about and that whole need situation. They needed it to be on this platform. And you'll get into that. Lots of very weird, specific things. Like if they don't say yes, you'll rarely (?) some people say, 'Well, I really need you to be on call between 6:00 p.m. and 8:00 p.m. on Saturdays. But the awesome thing is that if you [inaudible] thank God you did it right then and there.

Andrew: So, let me see if I understand this right. I want to make sure that I'm following. The way that you pitched it was by saying, 'Do you need a company that can help you reach millennials by staying true to your brand and growing in a slow and consistent manner?' I don't think I have it exactly right, but essentially, those three items that I wrote down that I used to formulate this question were items that came to you from the questions that you asked them ahead of time.

Nick: [?] They don't want someone to just try to revolutionize their site overnight because it would scare their current audience. That's why you want someone who will be with you as you slowly move through this process. Say you have an aging population that they needed to reengage the younger

millennials. That's something that we do. We (?).

And three, they actually wanted someone who specialized in interactive as the lead who is then in control of the non-interactive such stuff. And so, if they had done it in reverse I might have lost the deal. But since they said that, those three things I laid out in those foregone conclusion questions. I said, 'Does that sound like we're a good fit?' They said, 'Yes.' It was beautiful because (?) the proposal was already done, meaning that that's all I had to write about. So.

Andrew: OK. Let me ask you this other thing, because I noticed you said a foregone conclusion. That you ask questions with a foregone conclusion. What do you mean by that?

Nick: Again, going back to when you do these questions. You ought to know the answer before you even ask it. So, you're asking questions you know that will most likely lead to them (?) need what you do. That's kind of the first question. That's during the rapport building. But then, the foregone conclusion is where I said when you're matching up their need to your value, you're asking in a way that they already said they needed it. You can describe it in a way that you do it, and so the answer is yes.

So going back to Mixergy, as an example. You knew I needed to get intelligent information about entrepreneurship. You knew I really liked big name stuff. When you ask your foregone conclusion, you say, 'Well, Nick if I had a place where you go where you could learn from (?) and more importantly it was all in one spot, would that be helpful for you?' You already know the answer. And so . . .

Andrew: I see what you're saying and I understand. Let's take a look at just real quickly, can you show us the first gateway, the second gateway, the third gateway, and the fourth gateway, right up on the screen here? So the first gateway is what? I think it's right above where you are right now. It's on that same screen. Just scroll up a little bit further and let's show people what that first one is.

Nick: Where is it?

Andrew: A little further up. Isn't it a little further up still?

Nick: Yeah. I don't think they're going to be in here. I think . . .

Andrew: I thought where we had it was first gateway match need to value. That's what I see in my notes.

Nick: That's gateway one, yes.

Andrew: So that's it up there on the screen.

Nick: Yeah.

Andrew: And that's where we were asking all kinds of questions to help us understand what their needs are?

Nick: That's right. Yeah.

Andrew: Let's take a look at gateway number two now.

Nick: Yeah. The other ones go fast.

Andrew: Decision making. And we'll come back to decision making in a moment. Let's see number three, just to give the audience a sense of where we're going.

Nick: OK. The three is in (?). And I don't want to show the fourth one yet, because . . .

Andrew: Oh, OK. All right. I see. All right. So let's go to number two then and we'll come back to three later.

Nick: All right. So if you've got (?) gateway one, then the next issue is you got to find a decision maker. Again, this goes in lots of normal traditional (?) and what you don't want to do is say, 'Are you the decision maker?'

Andrew: Yes.

Nick: What you want to do, is you want to ask the question a little bit differently, which is how is this decision going to be made. It's a subtle change but what decision you're asking about is the things you found in stage one. So with Mixergy, going back to that, you would say, 'Well, Nick, how are you going to learn about entrepreneurship? Walk me through how you're going to make that decision.'

And then, this is crazy, a lot of times people will not even have thought it through. If you're controlling, if you're already taking someone through the gateway gently, when you're just having a normal conversation, this is an awesome stage. Because you're now guiding them on rails to find out just how they make the decision in general. This illuminates if they're in the decision making stage now, if they have a committee, see if they got to go talk to their wife, they have an RFP process, which we'll talk about. So that's pretty awesome. And so, what you're really trying to do is that no matter what happened in stage one, if you find out in stage two that they're not the decision maker or that they have any other people that are involved in the decision, you have to stop again.

Andrew: I stop? What if they're part of the decision making process? You say stop?

Nick: I say stop. And here's what I would say. You stop because what you

want to do is again, and I'm going to reverse sell to you now, look man, I saw on Mixergy it's awesome. You probably need an interactive agency. We've already gone through a ton of things that you need. We're an awesome fit. We're amazing for that. You already agreed to that. Tell me how do you make a decision on how you do your stuff online? You say, well it's actually not me.

Andrew: What if I say it's me and David, our course producer, the two of us get together and we make decisions.

Nick: I love it. That happens a lot, which is joint decision making. So then I would say, man that is awesome. I would love to sit down and talk with you and David kind of more in depth. What I'm really trying to say is I don't know what David's need are because 9 times out of 10 David will have a different need that Andrew did.

Andrew, you're the CEO, you're the visionary. You're out there recruiting the people. David is going to care about how hard is it to maintain? How much of the day does it take? How much can he do versus the current system, like ops and sales often in these decisions have very different needs.

The issue is, what's funny is, I'll sell you on some of these things like I can help you find more [??] and what ends up happening is David crushes it, he shuts the whole deal down because what he goes and does is find another company who will make his life a lot easier and he'll pitch for them.

Andrew: I see. And now internally we are arguing with each other.

Nick: Yes.

Andrew: You're not there to help things move things to one direction or another?

Nick: Here's what will happen. You'll like me, you'll want to go with me, but at the end of the day David spends more time in it. He'll win. He'll win, so for me to waste any more time is very dangerous.

Andrew: So how do you get to bring in the other decision makers? What do you do?

Nick: I often say that. As I say, I'm always trying to go back to number one and I say what would be awesome would be to talk to David and see what his needs are because now I'm going to present it to the CEO a little bit differently. I say again, I know if you and I work together it would be awesome, but David, and again I know my business, so I say David may have some other things that he wants to ask about.

I may ask a little bit about David, etc. Again, this is not pitching. This is not smarmy sales stuff. This is legit. I'm actually saying if I go down this path any more with you Andrew there's an excellent chance it will be

derailed because David is being left behind.

Andrew: I see.

Nick: So if you really think that we're a good fit, let's just do the next logical thing, which is if you want his input let's let him see if we're a good fit or not.

Andrew: Gotcha. OK. That makes sense and it also is a reasonable thing to ask and it's actually is a little bit flattering. You're showing respect to the process that the organization or the person you're pitching to goes through and to the people who are involved.

I could tell you that if you were to say to me and I went back to David to say look, Nick wants to talk to both of us together that would be flattering to David. It would make him feel much more included than he would be otherwise and it also would make me feel good because it showed that you knew about David and you weren't just kind of pitching because you sell to everybody.

Nick: That's right.

Andrew: So you've got a few links over here. Let's show those.

Nick: Here's what's interesting. This first link, one of my favorite sales things is that, I won't go into it, I really encourage the audience to read it, but when you are identifying the decision makers you want to figure out what type of decision maker they are.

A driver, an analytical, an expressive or amiable, because when you reach a more experienced level in selling, this closing technique will work for new versus old, but the masters of sales learn how to basically make people feel comfortable. Each of these four people have very different sales personalities.

Andrew, you might be someone who is expressive. You're the face, you like to network, you care about what people think, your reputation is important. So that need to be accepted by others, if I can tag that early that even goes back to how I craft step number one, which is the need for value. I might not even talk about conversions, which is really funny.

You might not even mention it here, but you mention it and I might say is, we can get you the biggest names on your site. You can become known as the number one spot, not just for tech entrepreneurship, but for entrepreneurship period. We can help you do that. Now I'm really playing to your personality. That's what you want. You really want to be accepted and you're energetic, you're friendly.

But going back to David, and he's actually not that analytical, but he's probably more of the expressive, but anyways, going back to David, he may

be someone who is the analytical and what he's going to do is he's literally going to say, "Yeah, I know you talked to Andrew and that's awesome, but what platform are you on?", and it's going to come down to, "Oh, OK." Now, we're basically hitting a new set of needs so when he goes, "All of our content's in WordPress. I'd really need it to be in WordPress", he has set up a need that Andrew might not even care about.

Andrew: I see. So we're going back to step number one, to the first gateway, asking questions, keeping this in mind so that we understand the person and not just the answers and when we give them back the pain or the pleasure that they're looking for, the pain that they're looking to avoid or the pleasure that they're looking to get, we home in on the specific requests that fit within their personality types.

Nick: That's right.

Andrew: So if we want to get a lot, we focus on the right ones.

Nick: Yeah, on the decision-maker it's simple. You're trying to understand if it's the person that you're talking to or more people. You don't want to, if you can help it, you don't want to go past this step if more people are involved.

Andrew: OK.

Nick: You want to always try to analyze the decision-makers to understand their personality type so that when you, and you will continue to repeat gateway one, when you're repeating that stuff, especially as you learn more about the person as you talk to them, you'll begin to start slowly morphing how you present even those needs and it's awesome. It's really awesome. So the deal is, what often happens though is, you'll have people say, "Yes. I'm the decision-maker.", and you'll hear this phrase, "Buyers are liars.", and so that's why I taught you the question saying, "Walk me through how the decision process is going to be made.", very difficult to lie.

Andrew: You don't say who's a decision-maker because everyone's going to say, "yes"? You say, "Walk me through how the decision is going to be made.", and that uncovers the other person. You had another link there. Can you show us one of the other two links from section two?

Nick: Yeah, sure. I mean this is a great one [inaudible] on how you negotiate with them.

Andrew: So once you understand the personality type and you want to know how to negotiate with them.

Nick: Absolutely, especially their personality types. And this is important because, let's read one of these personality types, if you present, if you are a different personality type from the one you're presenting to, no matter how good you are, it's going to create problems

for you. I put this in there again, this is like icing on the closing cake because the methods still work every time because you'll know where you choke, but at the end of the day, these teach you how to, basically, morph your personality to really appeal to them. So that's what these are. So these are good things to read. So, just some other things that I have on there which is interesting, again, you're trying to always get through the gateway.

Andrew: Right.

Nick: If they tell you they're the decision-maker but they're going to choose two or three more vendors, this is going back to an analytical or an amiable or dangerous (?). An analytical will choose two or three vendors because he will say, "It's just good business practice." What's awesome about that is if you know who you're dealing with there's cool techniques that you can do inside this area, which is if someone wants to ring up one of your competitors, again, I go back to, "You should know more. You're always in control. You should know more than the person you're dealing with."

And so, another technique that you do when you're closing, is you always turn your weaknesses into strengths or you basically mitigate them, as long as they don't break the cardinal rule of you being able to supply value to them. But what's interesting, and you won't hear it from a lot of things is that you want to turn your competitors' strengths into weaknesses. Again, going back to, I brought up ClearLeft. We actually lost to them and we were voted top three agencies in the world but ClearLeft ended up winning.

But you pull this up and what's interesting is I'm talking to you, Andrew, about Mixergy and you say, "Yeah, you're going to talk to some other vendors." You should always ask who you're going to talk to, but then you want to understand the decision process, but it's awesome. A lot of times, I'll say, "Man, that's awesome." If you want a company that's extremely good at user experience, and that's what they're known for, you should go with ClearLeft. If you want a firm that's not only good at user experience but also can help you walk through the offline techniques that it's going to require to get Tim to come here, and it's going to have to walk through the analytics that it takes to basically help establish your pricing etc, well then you should go with us.

Andrew: So let me see if I understand. You're positioning your competition. How are you coming up with the way that you're positioning your competition for your buyer?

Nick: Because when I'm going through the decision process and it takes some practice, but you'll always know where you lose a deal. This gives you the power of self reflection. When you lose a deal to a competitor, you need to always know more about your competitors than your prospects do.

When you lose to an RFP, you're always going to deep dive and try to

understand why you lost. With the competitor one, you always want to turn their strengths into a weakness but you have to do it in a way that draws a distinction between you and the competitor.

Andrew: So you're saying I need to know my competitor's strengths, and then make those strengths weaknesses?

Nick: Absolutely.

Andrew: So what's ClearLeft's strengths?

Nick: I was using the power of user experience.

Andrew: I see. You're seeing on their screen that it's the power of user experience. Show me again how you make their strength into a weakness.

Nick: So they tell me that, and of course I know them and I say, man, if you want a firm that specializes in user experience, I'm telling you right now you should go with ClearLeft. However, and again this is being honest. This is not pitching. This is me being able to draw a clear distinction. You should never make up stuff. This should be stuff you know. You should know how you're better than your competition.

If I go, 'but if you need a full service agency Andrew, that can help you with the offline strategies to get the speakers that can help you with the analytics that promote better conversions, that can program tools that help your speakers relate more to the crowd, well then I think you should go with us.'

Andrew: I see what you've done. What you've done is you've taken their strength and said they're only good at that strength, but I am good at that and all these other things that you told me that you want, so of course I would be the right fit.

Nick: I went back to gateway number one, and it's very difficult, even when they're researching after they've left you, to forget that mental wedge you put in there. The same thing goes talking about the Singer Company.

I said, 'if you want to go with your traditional marketing agency and continue to focus on more of the traditional methods like print in store display, they're going to be a better fit than us. If you want to capture the millennials that will lay the foundation for your business in the future, if you want to have a company that's technical enough to move through this transition smoothly, you want to go with us. Traditional now becomes a dirty word in their mind.

Andrew: I see, right. This is great.

Nick: Mixergy is no different with this. If you want to, and I don't know

what your competition is, we won't mention them even if you knew, but if you want to deal with 30 minute videos, if you want to deal with a price that's too high, if you want to deal with an audience that isn't as savvy...there are things that you know make Mixergy unique. At the end of the day, they'll remember that.

Andrew: It's not just things that are unique, it's things that are unique but relate to what they told me in the first gateway that was important to them.

Nick: You got it. And what's awesome is that ClearLeft might, I don't know because I can't speak to them, but there's an excellent chance that ClearLeft will talk about their user experience stuff all the time. They're not connecting it to the needs, and so you win.

Andrew: All right. Let's take a look at the notes again, and let's move on to the rest of that section before we move to the following gateway.

Nick: One of the last things I wanted to say are RFP's are the devil, and now you probably understand why. They completely remove the decision making step. Not only is it somebody else, but RFP's have become this completely separated thing where even the conversation you have that outlines the need, probably won't reflect what the RFP has said.

The RFP is often made by a contractor who inevitably has to make everyone's needs come through there. Often they are a jumbled mess.

Andrew: RFP, of course, Request For Proposal, and the reason you're saying it's the devil is because they're basically saying, here's an application like at McDonald's, fill it out and just like at McDonald's we're going to see if all the check boxes are filled and then see if you're breathing at an in-person meeting and we'll make a decision based on that. But we're not going to tell you what our needs are and make that you really match them.

Nick: They're not going to tell you what the true needs are, and so there's an interesting point. I say if you don't have any other business I believe RFP's are what you work on at night. If you are truly hungry that's what you work on at night. Because otherwise you're going to watch TV. And you miss 100% of the shots you don't take. So a chance is better than no chance. But what you have to understand is that the chances of winning it are slim, and b, the way you do want it though, ironically, is you go back to tying out.

You have to go find every need outlined inside of that RFP and match your value to it t by t. I mean, you talk to firms that win a lot of RFP's. They write the RFP response very simplistically. You said you needed Word Press. And then it says right under it, we have done over 200 Word Press projects, we are a Word Press contributor. I mean, that is a very simplified needs equals value. So, all right, that's it. So we did that and so anyways, that's the issue.

The only other thing I was going to say is you should, so again, you want them to get to the Gateway. And so what you can often report back to make sure you're on the same footing as the person you're talking to is you say, so it sounds like, Andrew, you're going to be the one that makes the final decision. And the good news is that working with a client like you on my team I'm also the one that can make the decision if we move forward. So it sounds like through Gateway number two, we're still a good fit.

Andrew: Okay, so Gateway number three is what? What's the next one?

Nick: So budget, this is the one now where you bring up money. And it's important to bring it up. Again, lots of sales people on the close, they will go back and do a proposal without asking the budget. And the reason why is because this is the first awkward, we're not friends, we're not buddies, we now are starting to hold our cards together. So this is kind of where the tone changes and the close. But these last two steps are what separate the people who are not effective with the people who are effective.

So, basically it's very, very important for you to get the budget in this conversation. And budget is not necessarily money. You're trying to lose the deal and you're trying to understand what are the resources that it's going to take to get this deal done. And the reason why I bring this up is because if you've got entrepreneurs that are taking this class, you don't have the luxury of charging whatever you want. You may have the luxury of charging what the market says the price is.

What you do have the luxury of is that you're playing chess with the person you're talking to. You are guiding them down a controlled closed path. So you can control the budget. So the issue is that when you want to get something like for credibility sake, that's really what you want. You want this client. You don't need him as much for revenue as you do for credibility. Well, there's an interesting budget discussion that goes on. You're actually asking them for resources. You want their time, their effort, their energy. And in return you want credibility for what they've done.

And so you can make that budget conversation in the very beginning. So you can get, and this is how a lot of people get deals for free. I wanted to show that dichotomy because often when people are closing they often think it's the reverse which is, how much money can I get out of this scenario? When you are a true master of budget, all you're really understanding is that you know that you can close, you can kill the deal in this stage if it doesn't follow whatever parameters that you want.

And so, long story short, when you talk to people you want to get down and understand what the resources that are going to exchange hands. So if your product costs X, bring it up. Bring it up. The craziest thing I've had is where people don't put their pricing, etc., because they want to come and

mislead you. This is why people hate sales people. And you're not pitching. You're closing a deal. So at the end of the day, again, when we work with somebody, we start off and we say, hey, you know, how much have you set aside for this project? What have you budgeted? You know, a lot of times they're not going to answer. We haven't yet.

There are some interesting techniques you can do in this area which are not in the notes. But you can often say, you know, that's interesting. You told me in the first gateway that this is one of the most important initiatives of the year. Why have you not set a budget for it? I mean you can really dig into this thing if you want to. But what it really comes down to is they're going to often tell you that they're looking for you for a budget. So remember, you want to kill the deal. You don't want to go back and make a proposal so you should know what your product costs.

Andrew: You keep saying, "Kill the deal." Don't we want to close the sale? Why do we want to kill the deal?.

Nick: Because the issue is that, and we'll talk about that. If you're really, really, really good, really good, I mean, you're a monster closer, the highest you'll probably ever close consistently is 50%. So an interesting thing happens, if the most likely scenario is 25%, that's if you're a good closer, you're closing one out of four deals, if that's the deal, that means the majority of your time is wasted on dead deals.

So you want to kill the deal because at the end of the day any deal that doesn't fit this gateway was going to waste your time. The other thing is it's going to waste the client's time. And more importantly when you have that mindset of, at any point that we're not a good fit, I'm very comfortable walking away, it's going to have a profound impact on how you interact.

Andrew: I see. You're no longer coming in there as a needy person begging for help, you're coming in there as somebody's who's time is so valuable that you're willing to walk away.

Nick: That's right.

Andrew: And it shows that you're understanding. And to yourself the reason why you want to kill the deal is as you said, you're going to lose a lot of deals any way. You don't want to waste your time on the deals you're going to lose, you want to spend your time on the ones that you deserve to win.

Nick: Absolutely.

Andrew: Gotcha. OK. And so now going back to the budget question Gateway 3, you're saying to us if they ask us to give them a price, should we give them a price or should we first ask for a budget? Should we first say, "You tell me what's your budget."

Nick: No, no, no. Unfortunately, there are just some ingrained personality types, you'll never get it. There's a technique where you can, again, you should know your price and there's two ways to relay the budget. Again, coming from a point of confidence, you can say, "I know we're a good fit, we've already talked about Gateway #1.

And again, until you feel very comfortable with this closing method, you don't have to call them gateways. I do it because it reinforces that whole mentality but you can just say like, "I already know we're a good fit, Andrew. It sounds like we would definitely make magic if we worked together." Two, I know that you told me that you're going to make a decision, you know, you're working through all the details now I know that.

So now it comes down to we just need to find out if we're a good fit. We might be too expensive. I do that all the time. I start off with a completely counter-intuitive thing. I say, "We might be too expensive." So I'm presenting it as, again, he needs to or you need to help me get through this gateway for us to keep talking.

Andrew: But what about the budget gateway? What do we do with that one? How do we approach it?

Nick: That's what I'm saying. You're setting that up. You go, "We might be too expensive." So there's two ways to go, you then say, "People when they work with us for the needs that you mention, the starting point is going to be X. And it needs to be the true price for even conservative high. You don't want to, basically, bait and switch. So again with, you know, measures, you say, "Typically, Nick, you know, for the classes that you want, etc., and the level of education you want, Mixergy is \$500 a year." And you didn't mince any words about it.

And in fact, you might even go and say, "That, you know, and our elite class is \$1500. When you hear that budget, Nick, you know, what are you feeling?. Is that within reasonable range? Is that something that you could handle? So now you're working in reverse, which is, you're giving him numbers but you're still trying to lose by asking them is the number you gave something that they can handle. Now, buyers are liars. So they will often...you have to read their body language but they'll often... they won't just come out and say, "No." Those are your favorite deals when they say, "No, I can't afford that."

But that is something where they won't often say that. So you do have to watch their body language. But you've know put it out there, and I even say a lot of times in this scenario, I'll say, "You know, if we get past this in the next stage I'll go put a proposal together for you, and I can put a proposal on there for X price, if that's what you want. And, again, if they know they're going to put you out, and make you have to go make a proposal, they will often buckle and tell you, "That, that's not a good...you know, that price is high, they were looking at other stuff, etc." So that's one method.

The other method is to ask them what they... range wise... you go through, instead of telling them what your price costs. If you're trying to basically maximize the value of your budget talks, you would say something like, "You know, would you pay...?" and this doesn't quite work for Mixergy, it does work [??], but you would say, "You know colleges cost \$40,000 a year, would you pay for an education in entrepreneurs or [??] something like that. Would you pay \$2,500 a year for an all-access pass to so-and-so."

You're picking a price range that you know you can beat, and this creates a small psychological win for you. It's a small little technique, but basically what you're doing in the budget area is since they're already nervous about talking about it you're creating an area where you know if something is more expensive than you or something that has a perceived higher cost and then yours can come in there and you say, typically our stuff is X, Y and Z.

Again, I always say you want to go back into talking about what your stuff costs so that you can watch to whether or not this is something they can afford. Does that make sense?

Andrew: It does. OK. So what's next here?

Nick: All right. So you come down here and it is important, I was going to say, you make a lot of money. The other thing I was going to tell you is when you're winning business you can win business for again, the credibility or the notoriety and you can also make your money up on the other ones. I was talking about AppSumo is interesting.

They do something where they'll have a really marquis product that they'll give away for a really low price or free, but they'll make more money on a subsequent product, the same thing with Groupon. When you're doing your sales again, being in control of the budget area you may decide to do that where you find that having a marquis client is worth giving some stuff away versus you make more money on your core [??] and that's how you basically balance out your margins.

So anyway, this is the one where the rubber meets the road. This is the final closure. A lot of people will ask for a timeline upfront and you always want to ask for it last. You always ask, you say when were you looking to get moving on this? The issue is that right now you're trying to get a gauge of whether or not it's immediate or if it's long term and that's one of the things I do. I personally say if they're not going to decide within a month then again, I'm not going to make a proposal. I'm going to put them into my CRM for follow-up.

Andrew: Now we've already talked about the price, we know their needs, we've talked to the decision maker and we know their price. We've talked about it. Have we decided on the price yet?

Nick: Yeah, I was going to say, you've got them to confirm that they either give you the budget or the price that you told them is reasonable.

Andrew: OK. So you're not locking it in yet, you're just understanding that the budget that you have in mind is reasonable, then gateway number 4 is you say, how much time do you need to make this decision or you give them a time for the decision.

Nick: What's really beautiful actually is what you just did. You're doing it because you're a good host, but you actually keep closing the deal when you say that. You just said, we made it through gateway number one, we're an awesome fit. It sounds like you're going to be the one making the decision and that's going to be some stuff that you're handling.

The last thing is, is that the budget seems like it's well within reason, so there's really no reason for us not to work together, so now when do you want to get started? When do you think you're going to move forward on this? This is it man, this is it. Again, this is the last stage where you want it to die.

Andrew: I'm sorry, but I'm not following. I want to make sure that I understand this right. Are you imposing a deadline? Are you asking them for a deadline?

Nick: You're asking them.

Andrew: You're asking them.

Nick: Yeah.

Andrew: When do we lock this in, so how much time do you need to make a decision?

Nick: What they're going to communicate now, they're going to communicate whether or not they're making a decision immediately and this is when the close is happening or they're going to communicate if this decision is going to happen at another point in time.

So for you to make a proposal now for a decision that's not going to be made until the beginning of the year, you've wasted time, you're going to have to reopen up this account, etc., and do all this stuff and so what I say is if the decision is not going to be made, and for me it's within a month, then now what I do is I say, man that's awesome Andrew, I'm glad that you were telling me that you guys were going to get started the beginning of the year.

Why don't we do this? Why don't we reconnect January 1st and regroup. Make sure that you're still having the same needs and make sure that again, everything is still kosher and then let's talk more about how we get

started then. Can I follow up then?

Andrew: I see.

Nick: Again what's so funny is again, if I'm not describing this conversation I could've gotten through all four of these gateways in 20 minutes and what I didn't do is make a proposal, what I didn't do is follow up with you week after week after week wondering if you're going to green light my proposal.

Andrew: And keep coming across as needy, keep coming across as desperate and keep telling them that you don't have better things to do.

Nick: And here's what's awesome, there will be people who say, well wait a minute Nick. I need you to send me a proposal. This is awesome, this is deadly. I mean, I want to send you a proposal, but doesn't it make sense to wait until you get closer to a decision point? I mean, if you guys are very close to making it now that's good, but doesn't it make sense to make it later so we can basically make sure that everything is good. What I don't want to do is give you something that's stale.

Andrew: What about if they say, we're going to make a decision within a week? What do we do next?

Nick: This is awesome. At this point now what you've gone through is you have gone through the three other gateways and so now that they say they're going to get started what you often do is you just ask. You say, I've gone through these four things. It sounds like we're a perfect fit. Can you see any reason why we wouldn't work together?

You'll see that in lots of sales books, it's basically the fourth close, but this one it works so much cleaner. It's not smarmy. You're literally asking a question because you should be incredulous. You should be shocked if they say, yeah I'm still not sure.

Andrew: I see.

Nick: But even for you Andrew, if you're closing me you say, Nick I know we have all the stuff that you need. I know that you've already said that you spend way more than \$500 a year on other training. You said that you're going to start your business in September man, why don't we get started? Why don't I go ahead and get and then there's the close.

Andrew: I can imagine what I would say in that situation. I'd say, you know, I probably need to talk to a few other people. Not within the organization because at this point it's me and David and you've already talked to both of us, but I should talk to a few other companies that might be able to help us out and then within a week we'll probably make a decision.

Nick: So there's two things and that's fine, but if I had done the stages right as we already talked about, this would rarely come up in the very end because I asked you earlier how you were going to go about making the decision.

Andrew: I see. And if earlier if I would've told you I'm going to talk to three other companies what would you have done at that point?

Nick: That's where I go back to I should know the companies you're going to talk to, I should ask who you're going to talk to, I can even give you companies to talk to.

Andrew: And what if I say I'm going to look into them and I'll know within a week.

Nick: Again, you're working through removing these barriers and finding the pain and pleasure so I go back to you and say, when you're exploring with these other companies, how are you going to make that decision? What's the final thing that's going to be the most important thing? That's where I go back into trying to dive into tell me how this decision process is going to be made?

A lot of simplified sales systems are telling you you're trying to find out who the decision maker is, but really in a true close what you're trying to do is figure out what the decision process is going to be. It's fine if you brought that up in the end. You now can go back to stage two and ask and what I would often tell you is that if that's the case I would move the deal in my mind all the way back to stage two and know that basically that right now it's not a very likely deal to close.

Andrew: I see. So if it's not a likely deal to close you don't want to close it. You want to give me time to go and talk to other people, but you come back just before it's time for me to make a decision, that's when you close me.

Nick: That's what I hope to use. You summed it up perfectly. You now know, and you did it subconsciously, you now know after going through this, you avoided making a proposal. You did an excellent circle round close, meaning that you're going to circle back and you will get the last word compared to your competition because you knew you were at stage two and you had to get through all four stages to put the proposal together.

You did it very naturally Andrew. That's what is so awesome about it is that I would do exactly what you said. I would say, I want you to meet with them. Here are three vendors you can check out. I can turn their strengths into weaknesses and I say check them out and why don't we connect next week and if everything is good I'll put your proposal together for you?

That's a huge, huge impact in the person's mind because you're so confident. You're helping them, you're even bringing up your competition.

It's very, very powerful.

Andrew: I see. OK. Let's close this out with a role playing exercise. We'll spend about 5 minutes and see if we can compress this 20-minute process into 5 minutes and show people how it's done from beginning to end. How do you feel about that?

Nick: That's good. The one last thing I'll leave you with is a simple forecasting method.

Andrew: Yes. I see it's up on the screen.

Nick: A simple forecasting method. A lot of sales organizations will make you forecasts. If you're being forced to do it you're frustrated because you feel like you're making stuff up. A very simplistic method to go along with this is every stage is worth 20%.

What this means is if the deal is going to be \$10,000, you've got through stage one, but they are going to go to committee, etc., you put in a 20% probability that that deal is going to close and now that deal in your aggregate pipeline is only worth \$2000.

Andrew: I see. OK.

Nick: You have another deal that you've gotten through and they got all the way to the point where they say, man you're awesome Andrew. Yes, I'm going to be making a decision this next week. Your budget looks great. Send me a proposal. That's only 80%. You can't really get higher than 80%.

Andrew: OK. All right. I see how that's done. Let's try it. How about we do this. I am a... What am I? What are you? I am selling you on creating your iPhone app. The first step is to match need to value. You want to bring up the questions? I'll start asking you a few questions and we'll see if I can figure it out.

Nick: OK. Let me give you a contact. Remember, you're closing, not pitching. One thing that I didn't tell your audience, I think this is important, is you set up these meetings only when there is an interest. Andrew, you probably have a section on prospecting, cold-calling/hustling up business. Remember, it's a very important part is that you cannot close if someone doesn't want to talk to you.

That is very important. You can build rapport and you can take him down a path when you are in a comfortable, casual environment where both people are mutually supposed to be there. It is very important. I want to make sure your audience doesn't basically get on cold-calls tomorrow and start trying to do this. It won't work.

Closing is after you have done an appropriate prospecting technique and the person has shown interest to do it. Going back to what you said...

Andrew: Ah. I see. OK.

Nick: So it is very important. Setting context for this; I want an iPhone app. What has happened, it doesn't matter. You cold-called me, I met you at a party et cetera. You asked if you can come by and talk to me. Let's roll.

Andrew: OK. Can you scroll down, just so I can see the questions? I have them up on my screen. We might as well let the audience see it too. Where are those questions? OK. I'm still looking here for a question. "Hey, Nick, who's a target audience for the iPhone app that you're thinking of creating?"

Nick: Let me give you some advice. What I would say Andrew, and I think it's important, you should set-up the thing. You should say, "Man, I'm so glad you gave me chance to talk."

Andrew: You what actually? Let's do it the other way around. I want to pick up on some of these subtle details. How about you're creating the iPhone app, I'm in the market for Mixergy. I could use an iPhone app. I've been considering it. I'm now in the market. I've met you at a party and here you are. Ready to close me.

Nick: We will go in there and we'll start with your course. I'd say, "Man, Andrew, it was awesome. Thank you so much for letting me come out, man. I love your office." One question I would ask is, "Tell me how you got to start Mixergy." That is a question that you will see in the notes to the audiences. It is probably the most powerful rapport building question I've ever heard. I learned it from a 21-year-old. He always asked that one question.

Andrew: How you started is a rapport... You're right, actually. It is.

Nick: It is the most powerful and literally, I don't have to talk about anything else. Other than literally every person I meet I say, "Andrew, man. How did you start Mixergy? It's awesome." I will learn more from that one question than anything else.

Andrew: I love it. I love that. OK.

Nick: Let's assume that you've answered your question. Then, I go in there and I say, "Man, you've been super successful. Here we are, we are in the last half of the year. You talked about you've got some interest in mobile. Kind of walk me through, what are you wanting to get done for the last half of the year?"

Andrew: What I need is a way for my audience to just watch or listen or read all of the courses that we offer them. If they are premium members, I want to enable them to watch or read if they prefer transcripts, or just listen if they prefer the audio to all the courses for as long as they are

members.

You know, I'm actually selling myself on need for this app.

Nick: Andrew, what I would say is, "Man that is awesome. Let me make sure I understand correctly. What you need because you already have an amazing site. What you need is a way to be where they are, whenever they want you. To really make sure that Mixergy is there to provide that content that they have already paid for, you want to be right there close to them. Is that correct?"

Andrew: Yes. Yes. Exactly. They are all using these devices, I want to make it easier for them.

Nick: That's awesome. That's one. What else do you want for the last half of the year? Are you looking at growth?

Andrew: I don't want to get just growth, no. I just want to keep my people happy. I don't--

Nick: Their retention. Retention is important.

Andrew: Sorry? Retention, right. I don't want to get sucked into more work. I want to focus on the core product which is these courses. To make sure the content in them is useful. I don't want to get lost in building out software and going back and forth, adding extra features and making this the greatest thing ever.

I want the sessions and the ideas to be the greatest thing ever, not the software to be the greatest thing ever.

Nick: What is your platform on? What are you currently putting the website on?

Andrew: We are using WordPress and we are using Wistia to publish the videos.

Nick: That's awesome. It sounds like you really need something that is really easy to manage, really doesn't put a lot of overhead in the process, and I think that's great. I'll talk to that in just a minute, I think you're going to be really excited about that as well. Then kind of the last thing I want to ask you is [inaudible], how are you going to basically look at this and say, "man, that was awesome".

Andrew: All right, you know what? That's a great question. If it's little to no work for me to do, and it's very light on features, almost like one step beyond redesigning the website so that it looks better on mobile devices.

Nick: So, to repeat, super easy, a little bit of a brand refresh\stylized

design.

Andrew: Not necessarily actually. I think the design isn't that important.

Nick: OK. So really probably just keep it simple, it would be an extension of the current Mixergy brand, right?

Andrew: Yeah, yeah.

Nick: OK. And going back to the need is that accessibility to always be able to be there. Right?

Andrew: Yeah.

Nick: So, what I like to do, Andrew, when I work with people, first off, we're excellent in mobile, I'm very proud of what we do, I believe that when it comes down to it, it would be awesome if you and I work together. But, what I do to make sure I take care of your time and my time, is I always walk through kind of four steps, and I call them gateways to see if we should, basically keep talking. So, would you mind running through these with me, do you got a minute?

Andrew: Yeah, I've got time, let's do it.

Nick: The first one is pretty simple, it's basically the needs that you identified, are we a good fit for. So, what you said was that you need to be accessible. So what I can tell you is, not only do we do I-phone apps, but we also do Android apps, we're very comfortable at doing tablets, and we're also very good at doing HTML5, and what all this means is whether you're drawn into those or not, what it ultimately means is that we're prepared to be anywhere that your audience is. We're ready to make sure that the Mixergy content is so easily available, like Evernote, Evernote is an awesome example.

So, our experience in doing cross platform stuff, our experience in basically extending that in lots of different channels, I think, is an awesome fit for you.

Andrew: Nick, I'm glad that you mentioned Android, I know that I've got more people who listen and watch on Android than on iPhones, but I always bring up iPhone, because I happen to have an iPhone right here in front of me. Good point, I want to be on everything, whatever they have.

Nick: Because we work with clients that have that need, it's important for us to bring those best practices to bare and continue to help them. You tell me the goal, what you need is to get close to the customers?

Andrew: Yes.

Nick: That's what we're going to solve. It's not going to come down to

being pigeon holed into I-phone or Android, we're going to solve that goal. So, we're a great fit, that's an awesome need, I think that we could really knock that out of the park for you.

The second thing you mentioned was that you really don't want someone to over-complicate this process.

Andrew: Right.

Nick: You already got awesome content, you have already done a great job with your brand. And so what you really wanting is for someone to focus on making sure it's accessible everywhere, not trying to build the worlds most amazing iPad app. Is that right?

Andrew: Right, yeah.

Nick: So, I think that's great. I mean, our team, again, we focus on solving your needs, not pushing individual solutions etc. You know when you're a hammer everything looks like a nail, and a lot of companies do that. That's not us, so what I can tell you is that if you work with us, using your brand would be awesome. It's already a good brand, we can definitely make sure we take care of that. We're not going to judge success by complication, we're going to judge success by how many of your people are accessing it now, by some place other than the web.

Andrew: You said there were four steps. What's the next step, then?

Nick: Well, I was going to say that the last thing I just want to recap. Because you actually said that you need it to be super simple, and the thing I was super excited about was we have actually done a project where we feed content, from WordPress to the mobile.

Andrew: I like to hear that.

Nick: What's awesome is that we've done it, it doesn't require any extra maintenance on your part, other than clicking that it's enabled for mobile and it still takes care of your authentication and everything. So, you're talking about the first step, it sounds like you're excited. You can probably see from those three things, that probably, we're a good fit. Did I miss anything?

Andrew: No, that's everything. That's it, right there. If we add anymore it will over-complicate it. I like this.

Nick: If that's the case, then really the next step is simple. I just want to know how are you going to make this decision? I mean you said that it's important to you, you've said that you want to do it the second half of the year, but walk me through how you're going to make the decision.

Andrew: I'm going to take a look at one other agency, and I don't even know

who yet. I'm going to have to look around for an agency, and then I'm going to consider Onswipe.com as a potential plug-in that would do most of the work for me and I'm going to run the agency in the feature list by a few of my members to make sure that this is what they want.

Nick: First off, that's very smart to get user feedback. You're going to talk to another agency. I'm curious as to why you're going to do that.

Andrew: I feel like it'll give me a complete picture, so that I can make a complete decision and to balance out my decision-making process.

Nick: No problem. What I've got, and I was going to say, I'll do this after the call. If you don't already have an agency, I have a good agency that I can send over to you. It's a firm that does things differently than we do. They focus a lot on good programming and they're excellent at getting core apps out.

If you want to go with somebody like that, you'd be hard-pressed to beat somebody like that, but if you're looking, after this iPhone app and you want someone to help morph your mobile strategy to help you grow, because you put it out first, that's just the first foray. I'm sure you'll want other things done. I'll just put it out there that I think we would be a better fit, in that area, because, as a full service agency, we can continue to help. Again, what you want to do is get closer to your users and that is going to be a broader theme than, necessarily, just mobile.

So the other thing that you are talking about was going through this. You [would] want to talk to some users. That's very smart. What I would encourage you to do is go over two or three questions that you want to ask them, that I'll send over, so that they...

Andrew: [laughs] That's great. I would love that.

Nick: At the end of the day, what happens is, the user will give you misinformation. They're going to tell you that they absolutely want everything that they've ever had, blah, blah, blah. So, the issue is, I can give you some questions that will really help you dial that in and I think that's smart. I think what you are going to find though is they'll really love and want exactly what you said. You know your users. So, once you figure those two things out, then are you just going to sit down [and go through a] pros and cons list and make a decision?

Andrew: Yes. Exactly. I am going to check out Onswipe.com

Nick: Oh. I meant to tell you. Onswipe is awesome, by the way. Those guys have done a fantastic job. What I will tell you, is that, with Onswipe, if you need a simple quick and easy solution to, basically, get started, it's great, but if you're looking for something that is going to withstand load, scalability and is going to provide, not a lag (there's a lag because it takes [sounds like] two mil five. There is a lag experience)... So, if you

need something that's a little more crisp and clean, that kind of really promotes the brand that you already have, I would recommend doing something native, and that's where we excel.

Andrew: I see what you're doing. Right. He talked up the benefits of using Onswipe, which is that it's quick, but you've also brought the issues with them which is that they're, really, just a re-formatted webpage. It's not a native experience.

Nick: You got it. So I'd say, 'That's awesome. So this is cool. I'll send them over to you, before we get done. I'll give you the agency name', etc.

But, it sounds like, really, if you get past those two situations, and I'm doing this for the sake of the argument, I probably would've said 'Talk to the agency and let's circle back'. Basically, the last thing I would say is, 'I feel pretty confident that you're going to believe that we're a great fit on the decision side, so tell me a little bit about...'

Andrew: Nick, at this point, because you know that I need to speak to two others and I'm not your last call, you would help me make the decision to go with you, as opposed to the two others, but you wouldn't try to close me now, you'd say, 'Let's come back afterwards'.

Nick: Absolutely. I would say, 'Let me send you this agency. Let me send you some questions. And let me circle back with you to see some of the answers you got from the questions, and try to help dissect those, and see what your users find to be value, and give you some input as to what that means. I'm in control of this situation.

The issue is that I'm not going to waste time with a proposal and I'm not going to put all my eggs in the basket of waiting for you to let another agency talk through everything, or to shoot down all my points, and/or I'm not going to wait for an agency to get the last word. So I would stop. I would go ahead and schedule it. I would send the stuff over to you and then I would call you whatever day I said I was going to...

Andrew: And that's when we go to the next step and that's when we talk about the budget and about the timeline.

Nick: No. That's what I mean. That's the other thing that I was going to say. Make sure that when you reengage, you always at gateway one, as a reiteration. You say, 'The last time we talked,' that's why say you should always take notes, 'it was XY and Z. Have any other needs arisen?' Because if they go talk to other vendors, nine times out of 10, the vendor is pitching all of their damned features and value, will open up seven or eight other needs that the person needed, which is great, for you, because now all you do is just go through and hammer out how you match all of those additional needs.

But you didn't go through and just basically spew everything all over him.

And so, you get the last word and pitch it very elegantly. So, anyways, what was the last thing I was saying to you? Andrew, what are you right now? You're talking about once you make (?) in a week you could be ready to pull the trigger. So, budget, what did you set aside this year for the iPhone app?

Andrew: I see. The second meeting, you go through the first stage again. You understand the second stage again, and now it's time for the budget. We're on stage number three. I say we're now looking at spending \$5000 to create this app. I'm just tossing out a number.

Nick: OK. So, one thing I would do now, and I'll do (?), I'll say, 'Where did you get that number?'

Andrew: Ah.

Nick: Always ask. If anybody ever gives me a number, I'll always say, 'Where did you get that number?'

Andrew: Interesting. Right. I would just say, at this point, 'I made it up and it's kind of based on what the other agency would charge.'

Nick: Trying to help you out right now, Andrew, is apps. When you build them native and you want them to be something that is secure, stable, something that is going to be easy to maintain, you're looking at a minimum investment of \$20,000. So, whoever quoted you \$5000, I would just tell you to make sure you do your research. Because while that is very low cost, something is different than what I'm telling you very experienced agencies like ours are doing. So I would tell you to do that. So let's just pause for a minute on that, and assume that I'm right on that; that they're offshoring it/they're basically using an off the shelf thing that may or may not fit well for you. Let's assume that for a minute and go with mine. \$20,000 is the mark. Is that something that if you find out you're not happy with the \$5000 solution that you could afford?

Andrew: No.

Nick: OK. This is good. Because at the end of the day I need to know if we're a good fit for you or not. Because if you only have \$5000, here's what I'm going to do for you. I'm going to send you a couple of referrals to contractors that I know can do this. And they won't be able to provide the full service agency, and there are times contractors are finicky. But I can send those to you and make sure you're taking care of at no cost. I'm trying to lose the deal. I'm trying to build credibility with contractors that I already have in my pocket, because if I send them deals, they bring me deals.

And third, I'm planting a seed that I'm so helpful that you will come back to me, A, the first time you can't find a contractor; B, the second time a contractor screws you over; or C, when you hang up off the phone and you

go, 'Am I really, really going to risk not working with this company because of \$3000.

Andrew: [laughs] Nick, I love this. You know what? You can't see my face. I can see yours. You're at a disadvantage. But what you'd be seeing is a beaming face. This is great!

Nick: Yeah. So, the issue is that now if you told me that, I would circle back and I would say, 'So, \$20,000 is where native apps (?). Is \$5000 what you have or is that what you want?' Are you in the middle? Is \$10,000 going to be something that you can afford?

Andrew: I guess we could go to \$10,000. And by the way, the reason I think it's great is because we're role playing here, but psychologically, now I want to please you. Psychologically now I also want to win over the better company. I don't want to end up with a crappy product that I'll have to come back to later on.

Nick: That's right.

Andrew: And I feel like, 'All right. Nick's going to help me out. Nick's a buddy of mine, now.'

Nick: You got it. And it's funny. I'm not pitching. I'm closing. I am in control and it's my job to basically let this detour happen at any point I deem important. And if I'm going to kill the deal - the term for your audience, kill the deal, is intense - but at the end of the day, what it really means is that I'm going to get off this ride, and I'm going to do it in a way that always benefits me. It always benefits me.

Andrew: I'll tell you this, too. Let me say this to the audience. That now I think I get it. Now I understand, too, why you keep saying 'kill the deal.' I'll say this. If you're not feeling any of this, have somebody else role play with you the way Nick just did with me. Because you're going to feel it in a way that's much more powerful than just listening and assuming that you understand the process. Don't just intellectualize it.

If you're not feeling it yet, have somebody run it with you where they are closing you. Because I'll tell you, when they have the attitude of, 'I'm going to walk away,' it's not just a fake, in your face showy attitude. But it is, 'Hey, if this isn't a good fit, I'm going to walk away.' It really has a lot of impact. And when you're leading me through this process and you're pulling out needs from me, I wasn't making up those needs. When you parodied them back to me, I thought, 'Yeah, I do want that. Yeah, actually, you know what, it's ridiculous for me not to ' Because the one thing that actually that really sold me was when I said that I want it to be simple. When you said simple, that was important to me, that was really powerful.

Nick: So going back into role play here is where I would close it, here's what I would say, so you can do ten, I'll tell you what, it sounds like

you're going to stretch to do ten, and if you're going to stretch, Mixergy is an awesome brand, it is somebody that I would love to have in my portfolio and so I'll tell you what I'll do for you.

I'll stretch as well. I'll stretch 10K of donated time if you stretch 10K in cash. And what I can tell you we'll do is, we'll meet the needs that you need. We'll make something available everywhere on the iPhone, on the Android, the tablets.

We'll make it simple, we'll make it easy, but what I need from you is that if I do that what I'm hoping that you can do for me is that I want you to serve as a reference for me if I do that. So if I cover ten, will you serve as a reference and kind of a marquee client in a portfolio, would you do that?

Andrew: I see that too in the notes that you're saying, understand that there are other chips that you can play with beyond just cash and time.

Nick: What's fascinating now is that you're done, the deal is closed. I closed it, you just said yes, which presupposes that now I'm going to give you 10 grand of value and you're going to pay me 10 grand in cash.

So that means it's already done in you. Two, you already said yes, you would help me, which means you're already invested, and three, I have an interesting technique where I didn't let you know where my margins were on the product.

We may be so slammed that 20 grand is what we charge to net, \$200 an hour, but our cost of goods sold, our break even point is \$100 an hour. So I sold the deal, that I still make money on. I got a glowing review/ an evangelist to help me out, and one who now knows they're going to be actively working in my referral pool when I send people to talk to them.

That's where I say that resources during the budget stage can trade back and forth. Now, last step, man I appreciate you Andrew, saying you would stretch for me, and I appreciate you serving as a reference because I think that you would be amazing for us, and vice versa. So when do you think we can get started?

Andrew: I think we're ready to make a decision tomorrow.

Nick: Fantastic, well, I'll tell you what I'll do. I'll put together the proposal because it sounds like we're ready to start working together. We got through all four gateways, sounds like we're a perfect match and what I'll look to do is, send over the legals and why don't we look at trying to close all the paperwork tomorrow afternoon, and get rocking.

Andrew: I think we can do it, can I make the decision tomorrow morning?

Nick: Oh, sure, what's the pause for? I don't mind, I'm not sending it to

you until tomorrow, but I'm just curious, I always like to unpack the questions. What do you mean by that?

Andrew: I want to sleep on the decision before I lock it in.

Nick: OK. That's fine with me I'll tell you what I'll do then. Let's do this, let's connect early in the morning and if everything still looks good. I'll rock out the paperwork and we'll get going. Does that sound good?

Andrew: Yes.

Nick: All right my man, I appreciate it. And that's it.

Andrew: Nick, this is awesome, this is great. I saw the notes, and by the way, if you're at this section in the course you should note, all the notes you see up on Nick's screen, we will give you. There's so much that we haven't gone through here that you will see in the notes. I saw them though, until I felt them, it wasn't the same.

Four steps and understanding that you're qualifying the customer, that you're making them come to you and four steps you that can walk them through and keep yourself focused and disciplined, incredibly helpful Nick. I really appreciate you doing this session with us.

Nick: Thanks man, I was going to say, anything that we can do to help you close will have a profound impact on their success.

Andrew: Let's show everyone your website before we say good bye, one last time so that they see how they could connect with your company.

Nick: I appreciate that, man. I just want to say thank you man, Mixergy's awesome and I'm excited about [??] content, even myself I was going to say it's unbelievable to have such a [??] resource to be able to dive into.

Andrew: Nick that means a lot to coming from you. I really appreciate you teaching the course. I got a lot out of this, I look forward to everyone else's feedback. If you've made it his far, you're someone who's working like mad for. Let us know what you think, let me know how we did, and what else we can do for you. Thank you all for watching.