

Optimize Selling Solutions

**SMALL BUSINESS GROWTH:  
SEVEN ESSENTIAL  
DISCIPLINES**



**Like you, I am a small business owner. I face similar challenges to those you face every day.**

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In leading my business and studying best practices from great authors I have arrived at the following seven simple disciplines that have enabled me to consistently grow my business.

I refer to these as disciplines for two reasons.

01

One of the most impactful books I have ever read is: **“The Four Disciplines of Execution”**. This book convinced me that strategy is the easy part. Success in business is the result of disciplined execution.

02

The word: **“Disciplines”** implies that you must focus your time and energy on these activities and actually do them, every day and every week. This is simple but it is not easy. Discipline isn’t always fun. It’s not always what we want to do. But, if you want to succeed, you must require this of yourself.

The focus of this paper is to challenge you to consider, and then implement, these seven essential disciplines to grow your business. This paper applies to small businesses of all shapes and sizes. However, most of my experience is with small business owners who serve local businesses.

Furthermore, most of my clients provide some type of professional product or service to their business clients. If you find yourself in one of these categories of business, you will relate quite well to these disciplines. If you don’t, you will have to adapt the material to your situation.

### One word of caution:

I can’t tell you how often I have heard some version of the sentiment, “But my business is different...”

Can I just tell you that your business is NOT different? These disciplines apply to every business I have ever worked with and they apply to yours. Don’t make the fatal mistake of dismissing these disciplines because you think your business is so different. Err on the side of seeking to apply the disciplines to your business and then make the necessary adjustments as you implement them

With that word of caution in mind, let’s get started.

Oh, and by the way, this paper is just the quick overview of each of these disciplines. At the end of the paper, I am going to invite you to a series of live webinars where we will go into more detail on each of these seven disciplines and you will have the opportunity to engage in a conversation around each one.

So, once again, **let’s get started**.

# FOCUS

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The essential point of this paper can be summarized in one word: FOCUS. Small Business Owners who want to grow their businesses effectively must FOCUS on these seven essential disciplines. Focus connotes that we block everything else out and commit all our energy to this one thing. As you will see, these seven disciplines are somewhat sequential. You focus on them one at a time. Here are the seven:

**01**

**Focus on Your Ideal Prospect**

**02**

**Focus on the Ideal State of your Business**

**03**

**Focus on the Two Most Effective Business Development Strategies for Your Business**

**04**

**Focus on Daily Lead Measures**

**05**

**Focus on the Scoreboard**

**06**

**Focus on Your Weekly and Daily Plan**

**07**

**Focused Business Growth Group**





# 1. Focus on Your Ideal Prospects

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The first discipline that you must focus on is to clearly identify your Ideal Prospect. Business owners who serve small and medium sized businesses must get crystal clear about who their Ideal Prospect is. You must narrow your focus to dominate your market. This is counter-intuitive but necessary. We tend to think “the more, the merrier”... the more prospects I have, the better my chances are of growing my business. The opposite is true. The more I focus on a specific “avatar”, the more I will be able to focus all my efforts on this one person.

For example, one of the things that I teach my clients is that the content you write for your prospects and clients must be **R.I.C.H.** This is an acronym that I created which means that the content must be **Relevant, Insightful, Challenging and Helpful.** However, if you have a vague notion of who your Ideal Prospect is, how can you create RICH content that will be relevant or insightful to that specific prospect?

As you can see, I have taken my own medicine. My Ideal Prospect is a small business owner who serves local small and medium sized businesses. Even more specifically, my Ideal Prospect is a professional product or services provider. I do not focus on business owners who sell directly to consumers. Does this mean that I can't work with any business owners who fall outside the parameters of this Ideal Prospect? No. However, it does mean that I do not pursue them. If I swerve into them and it makes sense, great, but I don't spend any time or energy marketing to them.

The most important reason for focusing on your Ideal Prospect is so that you can build your Business Development Strategies around your Ideal Prospect. (We will discuss Business Development Strategies in more detail in Section Three.)

This is where you will consider how to best communicate your message to your Ideal Prospect so that he/she is compelled to have a conversation with you or begin doing business with you. You must focus your messaging on your Ideal Prospect and you must select a medium for delivering that message that makes the most sense.

For example, if you are considering advertising on Facebook but your Ideal Prospect doesn't even have a Facebook account, that makes no sense. If you are considering an email campaign but your client doesn't check their email regularly, that makes no sense. Your primary business development strategies must cater to your Ideal Prospect.

In business to business (B2B) sales there are five or six main criteria to determine your Ideal Prospect: ***Title, Size of Business, Size of Sale, Geography, Ideal Product or Service*** that you sell and for some, ***Market Segment/ Industry***.



## TITLE

What is the Title of your Ideal Prospect? I strongly encourage you to select a single title even though you may argue that you sell to more than one title. Once again, narrow your focus so that you can spend all your time, energy and money communicating with your Ideal Prospect.

For example, let's say that your Ideal Prospect is a small business owner. However, you also work with a lot of Vice Presidents of Sales at companies that are larger. If you try to target both these titles you will either need to do twice as much to communicate with two audiences or your message will be vaguely relevant to both but not truly hit the mark with either.



## SIZE OF SALE

This consideration is closely related to size of business. What is the annual revenue that you generate from your Ideal Clients? What is the average dollar amount per sale multiplied by the number of sales throughout the year. A client who buys less often but buys in greater quantity when they place an order may be more valuable than a client who places lots and lots of tiny orders throughout the year.



## SIZE OF BUSINESS

The next consideration in clearly identifying your Ideal Prospect is the ideal size of business that you serve. This is usually determined by number of employees, gross revenue or square footage of facilities. This is important because decisions are made very differently in a company that has annual revenue of less than \$1m and a company with annual revenue of \$10m. The size of your Ideal Prospect's company will most likely determine the company's "spend" in your area of expertise.

If you are in marketing, you may calculate that the average company spends 3% of budget on marketing. Do the math. A company that is generating \$1M in sales will likely spend about \$30K on marketing. A \$10M company may spend \$300K. Are you better at handling the \$10M company or do you prefer to fly under the radar and deal with \$1M companies. There is no right or wrong answer.



## GEOGRAPHY

Does it matter where your clients are located? If so, then focus your marketing efforts on that same geographical area. If you sell nationally or internationally, geography is less of an issue. Once again, where do your best clients come from?



## IDEAL PRODUCT OR SERVICE

If you sell a range of products or services, focusing on the ideal product or service will enable you to narrow your focus to get that new client. One other factor to consider here is whether there is a product or service that is most often the first item that you sell to a client. In other words, it is a “door opener”. After you make an initial sale you are able to expand the range of what you sell to that client. If this is the case, you may want to focus all your energy on that “door opener” product or service in your new business development efforts.



## MARKET SEGMENT/INDUSTRY

If you serve a specific industry/market segment then you will obviously need to include this in your consideration of who your Ideal Prospect is. If you serve businesses in all industries there may still be a few industries that you want to focus on. The idea in focusing on a specific industry or in a specific geography is that by focusing you get some buzz among your prospects when they talk to each other. If you have no focus then your clients and prospects may never run into each other so you lose the benefit of “word of mouth” marketing.

## LAST WORD

One last word before we leave the subject of focusing on your Ideal Prospect: The best way to identify your Ideal Prospect is to carefully identify your Ideal Customer, not your Ideal Prospect. Why? Because your Ideal Customers have faces and names and you have experience with them. You have seen them get excited about your service and you have witnessed the impact on their business and maybe even on their life. So, you start by getting clear about who your Ideal Customer is so that you can get clarity about who your Ideal Prospect is.

You also need to be sure that you are looking at the right customers. Why? Because, not all customers are created equal. In most businesses, 20% of the customers generate 80% of the revenue. This is commonly known as the 80/20 Rule or the Pareto Principle.

If you look at the top 20% of your customers, you will begin to get a clear picture of who that Ideal Customer is. From this, you can determine who your Ideal Prospect is. You will build your business development goals and strategies around this Ideal Prospect.

## 2. Focus on the Ideal State of your Business

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Thinking Big is essential to extraordinary results. Success requires action and action must be undergirded by intentional thought. The only actions that become springboards to succeeding big are those informed by big thinking.

Think big about the Ideal State of your business. If you could wave a magic wand, what would your business look like in five years...ten years? Who would you be serving? How many of these businesses would you be serving? Where would they be located? Who would help you achieve this Ideal State? What would it look like? How would it feel? Make your Ideal State come alive by making it as real as you possibly can.

Ask bigger questions. Don't order off the menu. Act boldy. Don't fear failure.

Once you have clearly defined the Ideal State of your business, you must break this down into Time Frames. You must "back into" your yearly, monthly, weekly and daily objectives. Once you have established these objectives and you have settled on your two or three primary business development strategies, you will be in a position to identify the Lead Measures that you will need to accomplish daily, weekly and monthly which will predictably lead to the attainment of your objectives. I refer to this as lining up your dominoes.

This is an excellent analogy because when you line up dominoes the only way the whole row will fall is if there are no gaps between the individual dominoes.



If you are missing a couple along the way, the process of knocking down the row will be halted abruptly. The same is true when you are lining up your yearly, monthly, weekly and daily objectives. If you fail to meet your daily objectives, there is little chance that you will achieve your monthly or yearly objectives.

This may seem simplistic, but most business leaders fail to accomplish their Ideal State either because they never establish a big, clear vision or because they create the vision but fail to Time Frame the vision.

I'd like to illustrate this reality. Let's say that your Ideal State involves serving 10,000 small business leaders across the United States. You believe that you can accomplish this Ideal State in eight to ten years.

Let's start by getting specific. Is it eight or ten years? Let's say that it's ten years. You currently serve 40 small business clients. How in the world could you possibly serve 10,000 small business clients in ten years?

You could accomplish this Ideal State by doubling every year. You could double every year by attaining one new client each year from each existing client. Is it conceivable that each client could introduce you to five other business leaders each year and from these five introductions you could acquire at least one new client? Probably, right? If so, your growth might look like this: End of Year One: 80 Clients; Year Two: 160; Year Three: 320; Year Four: 640; Year Five: 1280; Year Six: 2500; Year Seven: 5000;

Year Eight: 10,000! If you hit all your objectives along the way you reach 10,000 clients in just eight years. Even with a 10% annual rate of turnover you would still reach 10,000 clients in ten years.

Now, let me ask you, if you never write down that outrageous goal of serving 10,000 business owners is there any chance that you will achieve it? No way, right? Those who write down their goals are 39.5% more likely to accomplish them.

Clearly define your Ideal State and then Focus on the intermediate objectives that will get you there. That is called Time Framing your Ideal State. Keep Score.

This is your only shot at accomplishing something hugely significant.



# 3. Focus on the Two or Three Most Effective Business Development Strategies for Your Business

Optimize your Business Development efforts by doing the right things consistently. You must communicate the right message to the right prospects through the right media.

What are the most important Business Development Strategies that will drive the growth of your business? I would suggest that you think in terms of standing on TWO legs. You need to have TWO Biz Dev Strategies upon which you focus your time, energy and money. Identify two Primary Biz Dev Strategies and then Master them!

There are lots of Biz Dev Strategies from which to choose. Here are just a few of the many choices:

***Introductions, Referral Program, Online and Print Ads, Direct Mail, Networking, Speaking, Online Marketing Campaign, Email Campaign, Telemarketing, Trade Shows, Affiliate Marketing, Website, LinkedIn Group Ownership, Book & Article Authorship, Webinars***

It is impossible to optimize all these strategies, so master TWO of them. Don't put all your eggs in one basket. Diversify, but focus and then continuously review results. This is the secret sauce to productive Business Development.





## 4. Focus on Daily Lead Measures

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Once you have 1) clearly identified who your Ideal Prospect is, 2) identified the Ideal State of your business, and 3) decided on the two or three primary business development strategies that fit your business, you are now ready to drill down on the activities you need to engage in daily to execute your two biz dev strategies so that you can accomplish your objectives and ultimately, your Ideal State. We call these: Lead Measures. These are activities that we believe will lead to the accomplishment of our objectives and ultimately, our Ideal State. These are activities over which we have complete control and they are Leading Measures, as opposed to Lagging Measures. Leading Measures are out in front. Lagging Measures trail behind.

For example, as I mentioned, one of my primary biz dev strategies is to develop relationships with Strategic Partners so that they will introduce me to Ideal Prospects. One of my key Lead Measures is to meet with one Strategic Partner every week. Before we meet, we each search one another's LinkedIn connections to find six people to whom we would like to be introduced. From these six introductions, I normally get four face to face appointments.

So, my Weekly Lead Measures are: **Meet with One Strategic Partner; Receive six introductions to Ideal Prospects; Meet with Four Ideal Prospects.**

**Psychologist K. Anders Ericsson** birthed the idea of the "10,000 hour rule". His research identified a common pattern of regular and deliberate practice over the course of years in elite performers that made them what they were-elite. In one study, elite violinists had separated themselves from all others by accumulating more than 10,000 hours of practice by age 20. This often takes about 10 years.  $250 \text{ work days per year} \times 4 \text{ hours} = 1,000 \text{ hours per year}$ .



Let's apply Dr. Ericsson's research to business development. What do you need to do every week and every day to accomplish the TWO Biz Dev Strategies that you are implementing? Spend four hours per day on these Lead Measures. You will become the foremost expert on them. However, if you diffuse your efforts by trying to focus on multiple strategies you won't become an expert at anything. Everything will be half baked.

After meeting with Strategic Partners consistently for the past two years, I have refined and improved several aspects of this strategy. I am an expert at this strategy because I have focused on it for a long period of time.

Time Frame your Ideal State so you have clear daily, weekly, monthly, quarterly and yearly objectives. Establish your Two Primary Biz Dev Strategies to achieve these objectives. Clearly define the daily, weekly and monthly Lead Measures necessary for you to execute on these Biz Dev Strategies. And then hold yourself accountable. Do them.

This means that you must keep score.



# 5. Focus on the Scoreboard

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Now that you have a plan, you must execute on that plan. Strategy is easy. Execution is hard.

Your scoreboard is essential. It gives you constant, immediate feedback on how you are doing. A scoreboard in basketball or football shows several items but two of them are most essential: **1) The Score 2) The Time.**

Your scoreboard must also show two essential items: 1) Where do you stand right now on your short-term objectives and your long term Ideal State. Are you on track or are you behind? Are you winning or losing? 2) Where do you stand on your Lead Measures? Are you doing them or are you not?

It's as simple as that. This scoreboard is not complicated. It is simple, but it's not easy.

It is best if you keep this scoreboard visible in your work space. A small whiteboard divided in half works well:

**Section One:** Ideal State (Five or Ten Years); This Year; This Quarter; This Month; This Week.

**Section Two:**

Biz Dev Strategy #1: Daily, Weekly & Monthly Lead Measures and spaces under each of these for my current score.

Biz Dev Strategy #2: Same

If you want to get serious about accomplishing your business growth goals, you must keep score and you must focus on this every day.





## 6. Focus on Your Weekly and Daily Plan

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This discipline has become very important to me over the past six months and I have come to realize that it may just be the secret ingredient to success. This discipline was presented to me in the book, *“The One Thing”*. The essential point of this discipline is to focus on the one thing that you need to do today to achieve your objectives.

This is where you will review your daily Lead Measures and use your imagination to visualize the accomplishment of your Objectives and your Ideal State. I’d like to illustrate the importance of this and then explain, in very simple terms, how it is done.

Have you every forgotten that you were on a diet? I know. I know. Sounds like a copout, right. But I have literally forgotten that I was on a diet before. I may be having lunch with someone or having an ice cream with my wife and sometime afterwards it dawns on me that I shouldn’t have eaten that burger or that cone, because I’m on a diet. I forgot!

Now, don’t get me wrong. Most of the time when I “cheat” on a diet it’s because I just don’t want to be on the diet right now. But, occasionally, I absolutely forget. How can that happen? If you are on a diet, you would probably remember it, right?

I think that the reason I forget from time to time is because I don’t spend time each day reviewing what I am trying to accomplish that day.

Here is what I have found since reading “The One Thing”. When I sit down in the morning and spend fifteen minutes focusing on The One Thing I need to do today to accomplish my objective, I am much, much more likely to do that thing. When I don’t review my objectives and lead measures at the beginning of the day, it’s up for grabs as to whether I will even remember what I’m trying to accomplish that day.

So, here is my simple plan that is working well for me. On Sunday nights, I take my daughter to her youth group at church and then I go to the local Panera Bread and I spend about an hour and a half planning my week. I pull out my scoreboard, my weekly objectives and my weekly Lead Measures and I time block the week. That way, I know, going into the week, how I am going to fit my Lead Measures into the week. This won’t guarantee that I hit my weekly objective but it certainly gives me a fighting chance. All I know is that when I don’t do this, I seem to wander through the week spending time on activities that are not as critical as my Lead Measures.

Then, each morning, I sit down for fifteen minutes and review my daily objective and my Lead Measures for today. I write them down in a notebook so that they are etched in my brain. I do this for business objectives, personal fitness and family relationships. As I am writing these notes, I visualize what it will feel like to me when I reach that objective and that long term Ideal State. For example, I want to lose 25 lbs over the next three months, so that is 8 lbs per month, which is 2 lbs per week. Then I ask myself, “What is the one thing I must do today to lose half a pound?” Now, the reality is that my “One thing” may be more than one thing. It may include exercising for 20-30 minutes and eating a maximum of 1500 calories. The point is that I visualize what I am going to look like and feel like when I reach my ideal weight.

It seems to me that we humans only have a limited amount of will power. When we sit down and spend time experiencing what it will be like when we reach our objectives and Ideal State, we seem to replenish our will power. Then over the course of the day, our will power seems to leak out as we use it. If we don’t fill up the reserve tank, we run out. We stop focusing on our objectives and we stop doing our Lead Measures.

This “One Thing” daily and weekly exercise has helped me immensely in staying on track. The other thing that has helped me stay on track is an accountability partner.

## 7. Focused Business Growth Group

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One of the most inspirational speakers of all time, Charlie “Tremendous” Jones, once said, ***“You will be the same person in five years as you are today except for the people you meet and the books you read.”***

***“You are the average of the five people you spend the most time with.”*** Jim Rohn

People who write out their goals and report their progress to friends are 76.7% more likely to achieve those goals. This suggests that if you want to ensure the accomplishment of your objectives by carrying out your daily Lead Measures, you will most likely succeed if you meet regularly with people who will challenge and encourage you.

In January of 2016, I started a group called Biz Dev eXchange (BDX) that is made up of six to eight small business owners and biz dev professionals who meet twice monthly to share their scoreboard with each other and to challenge and encourage each other. Every person in the group has experienced significant business growth because they are focused and they are a part of this group of focused individuals. It is a pleasure to see the growth that these people are experiencing.

The research by Dr. Anders Ericsson on expert performance also shows that there is a strong correlation between elite performance and coaching. He observed that “the single most important difference between amateurs and elite performers is that future elite performers seek out teachers and coaches and engage in supervised training, whereas the amateurs rarely engage in similar types of practice.” You will be hard pressed to find anyone who has achieved extraordinary results without a coach.



You are 95% more likely to achieve your goals if you have a coach who helps you get there.

In these ***Biz Dev eXchange (BDX)*** groups I am that coach. I facilitate the conversation and I stimulate the conversation by teaching best practices. This is my space. It is my area of expertise. Don't ask me about finance and accounting. But if you want to know what works and what doesn't in business development, I'm your guy. I see things that others don't because I've spent well over 10,000 hours acquiring expertise in business development. The BDX members tell me frequently how much they benefit from my facilitation of the group. I'm not saying that I am smarter than anyone else or better than anyone else. I am saying that I know business development and sales better than anyone I know. As a result, I am uniquely qualified to coach our BDX members on their biz dev efforts. In addition to the twice monthly group meetings, I spend one on one time with each member at least once per quarter.

# Conclusion & Offer



If you stop here you will have gained very little. By simply reading this white paper you may have gained some insight into these seven essential disciplines of business growth. However, the danger lies in knowing but not doing. I have failed if I have not motivated you to see this white paper as merely a launching pad. Now that you know what to do, you must do.

I believe I can help you move forward to implementation. Remember, strategy is easy. Execution is hard.

So here is my offer to you. I am going to conduct a webinar on each of these seven disciplines over the next seven weeks, one per week. Since you have downloaded this white paper, you are invited to participate in these webinars. Only those who have downloaded this white paper and are now reading this invitation are invited to these webinars. I want to keep them small so that we can have a discussion, not a lecture.

Stay tuned. You will receive an email soon that will provide you with the details of the webinar. I hope you will join us because the webinar will move you from theory to implementation. You will have an opportunity to ask questions about specific application to your business.

It's gonna be **R.I.C.H. (Relevant, Insightful, Challenging & Helpful).**

Please join us.

Blessings,

**Jack Frisby**

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# OPTIMIZE SELLING SOLUTIONS



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