



*The Barefoot
Executive*

Direct Sales 2K10

This is YOUR Year!

DIRECT SALES BOOT CAMP 2.0

SESSION 3

PLAN FOR PROGRESS & PROFIT

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AND

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"Important Note: You will find strategically placed typos and grammatical errors in this document. They have been placed there to keep you alert. When you notice them & find yourself becoming more alert, you will know they have done their critical job..."

Carrie: Hey everybody. This is Carrie Wilkerson, the Barefoot Executive, of Boot Camp 2.0. I am so excited about tonight's class. We are Planning for Progress and Profit 2.0. This is not the same old-same old training that you've had about tracking. This is Lisa Robin Young, the author of The Home Party Solution. You can go and check her out at homepartysolution.com, but don't go now.

Right now I want you to focus and say that doing the same thing, the same way all the time is getting you probably the same results, if not diminished results from what you've had in the past. How do we fix that? Well, you fix that about being real about what you've done and the results that you've gotten and real about how you're going to change it.

I wanted Lisa to come and talk to you about this. She has a reputation like mine of being very honest and down to brass tacks. She's not going to sugarcoat it. She's going to tell you what the real story is. So Lisa, welcome to our call tonight.

Lisa: Thanks so much for having me, Carrie.

Carrie: We are so glad you're here. Let's talk a little bit about shifting from the hobby mindset to the business mindset and the real secret about growing our business. We want to know the secret. We want to grow our business. We say we want to make more money. How do we do that?

Lisa: Well, this is the thing that when I'm talking with consultants is a big deal. There are really three kinds of people who come into direct sales. The first one is the person who just totally falls into it by accident. They don't even realize...maybe they fell in love with the product...and the next thing they know they're selling the stuff. They never really thought about building a business.

The second kind of person is the person who just wants a little bit of extra money. Maybe they want something for a trip or they want to buy a lawn mower. (I actually had a consultant tell me that.)

The third kind of person is someone who's like: You know, you could probably really make some money at this but I'm not really sure how. All of those different types of personalities at some point, if they stay in the business long enough, they click over and say: You know what? I've really got to make this a business. I've got to grow it like a business. That's the first step in really taking yourself from hobby mindset- hobbyist, doing a little bit now and a little bit later, to growing your business like a real business.

That's why I always try to consult and say: You know, you always have to look at this like you're growing a real business, whether it's a brick and mortar store or if it was some online empire that you're building... whatever. If you're growing it like a real business you're going to have to look at things differently. You're going to have to treat expenses and investments in your business, in your infrastructure, and in yourself differently than if you're just doing this part time here, a little bit there, one Saturday night a month. You'll never be truly successful as a direct seller if you don't shift your mindset from- I'm just having fun with this...to I need to grow this like a real business.

Carrie: That's so true and part of being in business and being a business woman is knowing your numbers and knowing what activity yields what results, etc. So talk to us about some of the tools you use and some of the things we absolutely must be tracking.

Lisa: Well, you know, one of the things that got to me when I was first starting out was I had to do this weekly report. I would call my upline and I would say: I got three shows this week. I sold \$500 this week...data data dah. I got real tired of doing that because it didn't feel like it was helping me. It only felt like I was helping her so that she could project and plan for her business or so that she could report back to the home office. So for me, I said: Okay, what does that tell me? How does that help me?

I'm not talking about those numbers that you're reporting to your upline. We're talking about the numbers that you need to be looking at in your own business so that you can see where your gap is and you know what you need to be doing to be successful not just today, not even tomorrow, but in the years to come, if you're serious about growing a real direct sales business.

When I'm talking about the numbers, one of the big numbers you need to look at on a regular basis is your show average. You need to know every time you go out to do a show how much money you expect that you're going to be making. Most people will go to their shows and do their show and take whatever they can get and go home with it. They don't even think about how much money they're getting on average from show to show to show.

That is probably the number one metric that I always encourage my clients to take a look at. How much money are you making, on average, at each show? Yes, you're going to see some fluctuations. One day you're going to have a show where nobody shows up. The next day you may have a \$1,000 show. The key is knowing what the average is over time.

There are two time periods that I look at in retrospect. The first one is my annual show average. What is it for the whole past year? I do that on a rolling basis. If it's January I look at it from January to January. If it's February I look at it from February to February so that I can track the trends. This is a huge thing, guys. I don't get to say this enough to people because if you're just looking at what's going on right now in your little microcosm, right now this week or this month....you're not seeing what's going on.

I had a lot of consultants come to me this last year and go: Sales have been down. Things have been bad. I haven't had as many shows. Blah- blah-blah. But then when we actually sat down and looked at their numbers....What did you do during this period last year? What did you do during this period the year before? What did you do during this period this year? They were actually tracking about the same. They had about the same number of shows. They had about the same dollar amount in that time period as they did the year before. This tends to belie the statistics and the things that we're hearing about the industry itself.

We've seen a huge growth in recruiting because there's been a big push for that. Because we've seen these economic trends we say: Hey, now is a great time to recruit because there are a lot of people who need jobs. But the thing that they're not seeing is an increase in show sales to match that. The reason is because people don't even know what they're doing. They're just going and doing their show, and they're happy about that...instead of saying: Okay, last year in November (which is usually the biggest of the year) I did \$11,000 in sales. The year before that I did about \$6,000 in sales. So wait a minute! I actually did better this year than last year. Those are the numbers that we're talking about.

Those are the numbers that are so critical to your personal book of business. You need to know specifically what's going on in your own business before you can even worry about your team. I tell you this much...If you're tracking these numbers for your own book of business, you can train your team to do the same thing and you'll never have to worry about those weekly call-ins and the people who aren't making much.

Carrie: That's huge and that's something that I think we're resistant to. (We talked about it before we started recording.) We're resistant to looking at our months in a snapshot or a year in a snapshot because we don't want to be accountable for what we have not done.

Lisa: I think there's two things. I'll talk about the accountability factor in a minute because I think that's really critical, but the other thinking is we've never been taught this. We've never been trained to look at those numbers and see what they mean for us because... let's be honest... We all know a third are coming, a third

are going, and a third are staying. That's what we've been trained to believe and perceive.

I will tell you in my own personal direct sales business, my attrition rate is one of the lowest in our company. When I had people join my team they all always stayed. If they went inactive, they usually reactivated. My attrition rate was under 20 %, which meant for every 10 people who came in, I had 2 that left over the course of several years...not the next month.

In the industry as a whole what we do is we train. Get them in those first 90 days. We want to focus on those first 90 days. We give them setups for the first 90 days and when those are over, the setups stop, the motivation stops, and that's why you have a third coming, going, and a third staying...because their 90 days are up.

We've never been trained to plan longterm. We've never been trained to focus on the next year. One of the things I tell my own consultants is: Hey, when you're looking at doing this you have to think about what you're doing as a real business. A real business requires 2-3 years of hard work before you're going to turn a profit. Now that's probably not the case in direct sales. You're probably seeing some of the profit after your first show; however, I expect that if you're going to be join my team you need to look at this as a long-term investment. I'm asking you to give me at least 6 months of your time and we're going to plan out the next 6 months.

If you're brand new you don't have projections to look at. You don't know what your numbers are going to look like because you've never done this before. As a leader it's your job to share with your team what they should be able to typically expect in their market area over the next 6 months. The only way you can do that is if you already know the numbers for your own business.

So I train my team to look at what they're doing- what their booking and recruiting numbers are like on average- so that they can then go to a potential recruit and say: You should be able to expect this if you're doing these things as we trained you. That way you're encouraging them to look at their business like a real business from the get-go.

Now if you've been in the business for a while, you have these numbers already. You can go back into your system and pull up all of these numbers...the sales reports from months gone by...and you can say: Okay, it is February of 2010. What did I do in February of 2009? Then you can look and see you had four shows last year and you've got six on the calendar this year. We know that typically you will have a 20% cancellation rate unless you are doing excellent. (Who's this coaching?) So that means we'll probably have four shows again this

year. Well, last year I had about \$3,000 in sales. What can I do this year to make sure that I'm at least at that number if not better?

By looking at the numbers you've got the opportunity to plan in advance what kind of an awesome month you're going to have instead of being chained to the 'what if' factor in your business.

Carrie, you mentioned the whole 'It's not sexy. It's not glamorous. We don't want to look at our numbers' perspective of things. I think that's also true because we get afraid. Oh my gosh, it's January and I told my husband I was going to have an extra \$100 this month and I haven't had a single show. Gosh, I really don't want to tell him that. I don't really want to tell him what next month is going to look like when I don't have any shows on my calendar.

We start to feel this guilt and the first thing I'll tell everybody is to take a hammer, build a bridge, and get over it. I'm a little terse. I'm a little blunt like that because if you're really serious about growing a business you have to take the emotion out of the work that you're doing. You're not the greatest person in the world if you have a \$1,000 show. You're not the worst person in the world if you have a \$2 show. You are who you are. You're growing your business. You're doing everything you know how to do and you're constantly striving to improve.

If you look at January sales and you know that- Okay, I'm \$50 short of my goal. I don't know that I'm going to make it this month. You can look at your numbers and say: Should I set the goal higher next month? Should I look for more bookings? Knowing your numbers you know what you need to do to improve your numbers, and then it becomes fun. It becomes like a game. I know...Ooo, fun, numbers, game, sounds sexy. How's this going to work? Well, stick with me for a second. If you have a whole calendar (because we always keep track of our shows on a calendar, right?) it's real easy then to just add what the show sales were or what total number of bookings were.

If you look and you consistently see that you're only getting one booking at every show...One booking at every show? Why is that? What am I not doing to encourage bookings? Did I do my booking talk? Oh, I forgot to do my booking talk. Maybe that's why I only got one booking. You can then be proactive and say: Alright, I need to make sure that I put my booking talk here in my presentation.

If you're consistently getting great bookings but your sales are low, say: Why are my sales low? What didn't I do? Did I forget to do the upsell? Did I show my most expensive item first? What did I not do? So...Oh! Now I know how to be proactive and fix that so the next month -instead of six months from now when I

go and sit in someone's training class where a light bulb comes on in my head - next month, right away, tomorrow, my next show...when I walk out the door I can make changes that are going to improve my results.

You can't improve what you don't know needs to be improved upon. If you're not looking at your numbers, you have no way of knowing where the problems are or what you need to do to fix them. It may not sound sexy or glamorous, but I tell you, women often get excited when they look at their numbers and they go: You know what? My show average for the last year was only \$450, but since I started doing these things and tracking the numbers, I've kind of made it a game with myself till now I'm at \$455...now I'm at \$500...now I'm at \$503...now I'm at \$510. Now I'm consistently averaging \$650 shows and it's only been 6 months. I am so excited. You can do that when you have the opportunity to really look at the numbers that are in front of you.

Carrie: Then it becomes something that you can budget into your business. You can forecast your income. You can forecast your teambuilding based on the numbers that you have. Part of the problem with the forecasting is that we celebrate the one really great big show that we have and then we don't move them close enough together. We wait a little while before we have activity again. So it's hard to track your averages when you're not being as consistent with your activity as you need to be.

The other good thing is as you move those closer together and track and tweak like Lisa is suggesting, you improve your technique. You get better and more comfortable and you start seeing results. What are some tools that you like to track with or some software programs? What are some really common sense ways that we can start tracking?

Lisa: You know what the easiest thing is you can do...honestly I'm not real high tech when it comes to this kind of stuff. The easiest thing you can do is take the calendar and just start keeping track right there next to the show date. If you're concerned about having other people see it, then keep it on a separate piece of paper. Use an Excel spreadsheet. That's really simple, low tech, and easy to handle. Just type in the hostess name, the total show sales, the number of bookings you got at the show, the number of recruit interviews that you scheduled from that show, and just start tracking those trends.

You'll start to see them. You'll see the patterns relatively quickly. You'll know whether or not you're running high or running low. You'll be able to see what areas of your business you really need to work. A lot of times you may find that the reality is you're not as bad off as you thought you were in one area. The reality is that something else is causing the problem. You may think that you're

having a really hard time getting recruiting interviews but the reason you're having a hard time getting recruit interviews is your party is running too long and people are leaving before you get a chance to share your recruiting talk. The answer could be if it's sprinkled throughout the show instead of just at one particular point.

The other thing that I would also strongly encourage people to do - if they haven't already- is to really practice your presentation so that you have those spots so that it's very second-nature to you even if you're doing the same presentation to different groups of people you can change it up a little bit. That changing it up doesn't mean that you take out important things that plant the seeds to give you what you want in your business. Then you can go back and say: Okay, did I forget or leave something out? You can make a note of that right next to all the information about the hostess.

The nice thing is you probably are already doing this. You probably already have all this information built into the systems that your home office provides for you as a consultant. If they do, you need to be taking advantage of it because then you can massage those numbers and really see what you have available to you at your disposal to be able to improve where you have weaknesses.

Maybe there's something that you just... Well, I don't why my bookings are down. I really don't understand. I've consistently only had one or two bookings at every show. Then you can go to your upline and say: I need for you to look at my presentation and tell me what I didn't do. Tell me what I'm missing.

Record it yourself and watch yourself doing your own presentation so you can go: Oh, you know what? I forgot to say something, or Okay, that right there was a great place to put in that booking feed or that recruiter feed or something like that.

If you're sprinkling throughout your presentation rather than going party...party...now it's time for my spiel...party...party...now it's time for the next spiel. You're going to get more reaction from people and it's going to be a little more subliminal to them and they're not going to realize that they're being sprinkled on because it's going to be a natural part of the conversation what you're doing.

So as far as technology goes, you've got everything you already need right at your fingertips if you've got a calendar or if you've got a home office, back office system that keeps track of that stuff for you, it's already there. It's just a matter of putting it together and actually looking at it and then saying: Okay, what are my projections? Where am I at? What can I do to make this better? Like I said, then it becomes a game. You're constantly striving to make it better and better until it's

so tight that you're consistently pulling in thousand dollar shows, three bookings at every show, and 2-3 recruiting interviews at every show. It's easy to get there when you can see the numbers and figure out what is you need to do to move forward.

Carrie: That's all so true. Again it goes back to 'Are you running a business or are you playing at this?' Some of what Lisa and I say will sound harsh, but the truth is, we're businesswomen and profitable businesswomen and so you need to pay attention and listen. Also, the IRS needs evidence that you're making money. If you have what they call the 'hobby loss' too many years in a row then it sends up smoke signals and you get audited. You need to be documenting it and tracking and being profitable or they determine that these are not deductions that it's just a hobby.

Another thing I wanted to say is that we tend to recruit people or share the opportunity based on the superstars of the company or the hot shots and the record breakers and the super skinny people and the super gorgeous people and the people who are taking the company trip every time. The truth is that 99% of people cannot relate to those people, but they can relate to you because you are right in front of them.

When I was actively recruiting I would take my weekly tracking and show it at my meetings so that people could see what my show sales were and what my recruiting interviews looked like and what my results were. I did it even when my weeks weren't so great so that they could know I was human, too. My sales of \$600 a week seemed much more achievable to them than the rock stars who were doing \$100,000 their first year. I think it's an integrity issue, too, when you have your own numbers and people ask you what you're making you can show them. You can demonstrate to them what your shows really look like.

Lisa: I might say that there are three kinds of people who come into direct sales, like I said earlier, but I've seen it time and time again where companies recognize the top income earner or the top recruiter and then that next year that person isn't even with the company anymore. If you're pointing to people outside of your own team as the ones to watch, there's no incentive for potential recruits to want to join your team. Well, I'll just go and join their team.

Especially now with technology becoming so much...you're hearing it now about people who are upline shopping. They are searching the Internet for other upline leaders in the same company and deciding which one they want to go to even though you may be the one who offered them the opportunity first.

Instead of pointing away from your own team you need to take the time to be honest with everybody and say: You know what? I'm in my first year of business. I've been a leader now for 2 ½ months. I have loved every minute of it and this is why. Maybe this isn't for you. One of the things I tell people is: Direct sales is a business that anybody can do but not everybody will. That's okay because not everybody's going to dig a ditch or build a building. We need all these different types of people to make the world that we live in so wonderful. If direct sales is something that you're interested in here's why I chose it.

I'm just completely honest and I tell them. Here's the thing, I have seen too many consultants (who want to be leaders) not step into that role out of fear. Fear is a big topic in my business that I talk about all the time.

Fear is that one thing that keeps us from doing anything would really move us forward because we're trying to keep ourselves safe. Fear tries to keep us safe when in reality it's holding us back. I've seen it time and time again consultants who don't want to take that step into leadership and the number one reason is they just don't think they know enough. I don't know that I can train these people. Here's what I always tells them. Do you know where to go to get the information? Yes, I do. Then you know as much as they do. You know more than they do.

That's the key. You have to be honest with them and say you don't know everything. I don't expect you to know everything, either. What I do expect is that we're going to work together. We're going to grow our team together. We're going to be successful together. I will help you find any information that you need to grow your business and be successful. We'll do it together.

Carrie: I love that. I think that's really powerful. Back in the day upline shopping wasn't an issue, but now people like to be part of a winning team. They like to be part of a celebrity team and so I think the more you can show authentic results and what's really working and what is really money is more easily believable. It just shows you're not riding the coattails of the superstars' stories that you're telling.

Lisa and I were talking a minute or two ago before we got on the line about the different types of people that there are and the different types of women who are functioning in business. Some women are really attracted to money. Some are attracted to recognition. Some women just need a little part time income. Some women are really dealing with some major things at their homes. We can't all relate to the diamonds and the trips and the millions.

I think you need to be really able to address people where they are and love them where they are and show them in reality where you are. Maybe that's why you have your tracking for the last couple of years so you can say: You know what?

Just two years ago here was my class average and what I did for the year in sales. Now look, just by tweaking a few things here's what I've done. I can teach you those same exact things. It's really a powerful thing, I think. Lisa, thanks for bringing that up.

The real things we need to be tracking again are: our show averages...what our show sales are. What about our expenses...our hostess prizes? What other things do we need to be tracking to make this a realistic picture?

Lisa: If you're running a real business you're always going to need to be tracking all of your expense because you're obviously running a business and everyone takes advantage of those tax considerations, but anything that moves your business down the field. Anything that generates a result in a profit being made or money changing hands or a deal being done is a potential area for improvement in your business to make your business stronger, more profitable, powerful, more agile, etc.

The key indicators are going to be the things that you are consistently doing such as the show sales averages, the booking averages, those kinds of things. On the other side of the coin, you do want to see what you're spending for advertising and more importantly, what is it returning to you?

If you are sending this money out whether it's free samples or booth space or things that you're giving away even team incentives can be construed as a form of advertising internally within your business...I'm not talking taxes here. I'm not a tax girl. But if you're doing things to encourage or incentivize your team, that could be construed for your own purposes as a form of advertising because you're advertising to your team to get them to take action. Those types of expenses can either be construed as expenses or investments.

It's an expense if you're not making any money on it. It's an investment if there's a return coming back to you. You need to know those things.

I can't tell you how many consultants have come to me and said: You know, I had to buy all the new stuff for my team this year because nobody on my team has the new widgets or the new gadgets for the new catalog. I said: Whoa. How much did you spend? Well, I don't know. I just got one of everything. Whoa. How much money did you make last month? Well, I only had a couple of shows.

You can't afford to be doing that. Well, I'm that team leader. I don't care. You have to run a business like a real business and that may mean saying: I'm sorry, team. This month I was able to buy these two new items from the new collection. You're welcome to try them out at the team meeting or something like that, but

because my business is run like a real business and I want to remain profitable, I have chosen just to buy these two products.

I can't tell you how many times people on my team would say: Did you buy the new Limited Edition eye shadow? I would say: Absolutely not. Well, why not? Because I know that I will be stuck with purple, green, and orange eye shadow at the end of the season. I don't wear it, and I don't like it, and won't use it. I can't sell it.

Does that mean you shouldn't be offering it to your guests? No. Does that mean you shouldn't be offering to your guests at the party? Absolutely not. You're not even going to carry it? Absolutely not. We don't need to carry everything that the catalog has to offer because then we're going down the road backwards in terms of our income.

Any products that you're purchasing that you're not getting credit for because you're purchasing them at consultant cost - anything that you're investing or spending money on that's not yielding a return you need to be tracking that because you may find that every time a new catalog comes out you lose \$3,000 in a month instead of making a dime because you're buying up all this stuff that ends up sitting on a shelf for 6 months until you can go to a craft show and try and offload it as bargain basement discount price and you never should have bought it in the first place.

People don't need to see you with everything that you've got. They need to know that you care about them and that you have their best interests at heart and they need to know that you're the 'go to' force for everything that you have to offer from your company.

I tell people that you're the most important product that your company has to offer. You could show up to a party with absolutely nothing else but your catalogs and I've done this by accident so I know it's true. (I'll tell that story in a minute.) You could show up to a party with nothing, but you and your catalogs and you could still have spectacular show if you are customer focused.

What happened was I thought I had everything loaded up in the car and was driving an hour and a half away to go to a party and I get a call about 40 minutes down the road: Honey, there's a box out on the porch. A box of what? It looks like your make-up and stuff. I go: Oh, no! I'm gone. I can't get back. I'm like: Well, I've got catalogs in the back. We'll just see what we can do.

So I went and did the show and I said : Guys, here's the story. I left the product at home, but I have a hand lotion. I said: We're going to let everybody try the lotion

and we'll talk about make-up and your skin. We're going to talk about all that stuff and then I'm going to come around to each of you and really just kind of get to know you and see what I can do to help you guys. I'm sorry that there's no product. I'll give you all a free product for making the trek out here. \$500 show and nobody tried a single product. They tried the lotion, but nobody bought the lotion.

Because I took the time to focus in on what was important to these people...when I say you're the most important product the company has to offer...You're the one product that goes to every show you do. Every show that you do, you're the one who is there and is the experience throughout the evening. Are they going to have a good experience with you? Are they going to have an okay experience with you? My dream was always: I want them walking away going Wow! This is the best time I've ever had. I'm so glad I came.

It's one of the reasons why I try really hard to pack in a lot of content on calls like this. I try to work with people and give them as much as I possibly can because I want them to be successful. I want them to have their life improved even if it's just a tube of lipstick. I want them to know they're getting it because it's going to make their life better. It's going to improve them because I care about their success...whether it's their success in looking beautiful or their success in growing a business.

Those kinds of things are important to keep in mind. It's not about how much money you're spending. I've done three events that yielded \$93 and I've done \$500 booths that didn't turn me a solitary single penny. It all becomes on the customer focusedness of what you're doing in your business.

So when you're talking about spending \$500 on advertising, what kind of a return are you getting on that and more specifically, what kind of a market are you targeting? We don't have time to give a whole call on target marketing, but that's important because if you're not marketing to a specific group of people in your customer base, if you're not focused and you're just spreading money willy-nilly everywhere...

This is why it's important to track things like your advertising expenses. If you're running an ad in your church bulletin, you're advertising to everybody in the church but your target market might be teenagers. Well, how many teenagers are reading that church bulletin? Probably not very many. If you're advertising in the local newspaper and your target market is elderly women, then how many elderly women are reading that newspaper? What kind of a return on investment are you getting?

On the other hand, if you're doing a \$500 booth at a women's expo that has the exact target market that you're going after, you're probably going to be much more successful there and that kind of investment would be worth it to you. It would be better for you to save all your pennies from all those other types of advertising and investments and just do that one event a year, but you can't do that if you don't know who your target market is.

So one thing that you can do is go back through your customer list. Go back through the products that you've sold and take a look at what your biggest selling products are. Who do they really appeal to? How can I sell more of those products? Where can I find more people like that? Those are numbers that you can track also. We not only need to be tracking the dollars and cents, we also need to be tracking the products because we sell the product to the people.

Let's say we have our ideal hostess and you can envision her in your mind. She's the perfect hostess and maybe you've had her and maybe you've three of her and maybe you've got none of her but you can envision. Well, paint the picture of the perfect hostess. What is she like? Where does she live? What kind of money does she have? What kind of guests does she have at her party? How many guests does she have at her party? We can start to envision that and you can start to create a business that's focused on serving that person.

When you have a business...let's say your perfect hostess is going to be someone who is in her mid 30's. She has lots of friends. She always has parties that have between 8-15 people. They're usually an \$800-900 show. Well, then you can start to customize your presentation so when you're standing in front of them you can say: I thank you guys all for coming tonight. When you get to the point where you're talking your hostess study you can say: With a \$900 show you can have all of this. Typically my perfect hostesses have a \$900 show...and blah, blah, blah.

You can go into that and incentivize your potential guests or host based on the goal that you want to set in your business based on the numbers that you've looked at in your business that tell you who you have the most success with in your business. If you're not tracking people, products, dollars, bookings, recruits...if you're not tracking that stuff, you have no way of knowing how successful you could be- only how successful you kind of were.

Carrie: Or what you think you're successful at...because you're favorite hostess may not have been your most profitable show. I remember thinking who my target was and the truth is those targets rarely were as profitable as the ones who turned out being most profitable. I was really surprised at the demographic of that.

So I love what you just said. Go into your sales records- your receipts- and see who you're top 10 or 15 customers are. What do they look like? How old are they? How many kids do they have? What is their average purchase amount and how often are they making that purchase? And let's go a step further, are they purchasing live in person, on the phone after a catalog mailing, or online? How are you touching them?

Then you can start building some real demographic of who your target is. I think a lot of us build our target from the outside in instead of the inside out. We think of who we think it is when really we can look at our numbers and know exactly who our most profitable and most productive clients are and look for more of them.

It will change a little bit how you are booking, selling, and recruiting because these may have been people that you were assuming were older than what your target was...or younger or more or less kids. I know that's been true of almost every business that I've taken the time to do that with. The picture of my target really is very different than what I thought it was.

Lisa: That is so true.

Carrie: Yeah, and when you have those numbers you can mark it more powerfully, too. If nothing else, you're empowered to call more often or mail more often or cater to them more often and you can start changing your marketing method to that audience specifically. Maybe you thought your market was the stay-at-home mom, but really it turns out that it's really the empty nester that your receipts are showing she's spending the most with you.

That may have to do with several things; maybe the product, maybe the benefit of the product, maybe the discretionary income or the time they have on their hands, but you don't know these things until you track them. You absolutely must know and then like Lisa said, you know where to spend your dollars. Which publications should you put ads in or which trade shows? Would the women's expo be better or would the baby boomer be better? Would the bridal show be better or would the expecting mom show be better?

You don't know if you don't know. Then you're implementing what I call the spray and pray method. You're spraying your money everywhere and praying that that's going to come back to you in dollars when you can really be more laser focused if you know your numbers.

Let's talk about a couple more places where we can drill down. Lisa, you talked about how many recruiting interviews you did and how many they turned into and all that. Were these recruiting interviews or were these group recruiting

presentations? Do I convert more people one on one? Do I convert more people when they have peer pressure and social proof? Were these people that converted after a party or were these people who came to me after seeing an ad?

I think you can track even more specifically instead of just saying one out of every three presentations equals a recruit. You can say one out of every two at a group presentation converts whereas one out of every five after a party converts. It's just really powerful. Knowing your numbers is very empowering.

Lisa: Carrie is actually right, you guys, we could actually drill down to the minutest detail. Here's the thing that I want you to remember. If you walk away from this and don't remember anything else, and I hope you remember lots, but if you don't remember anything else, you have to remember that results will vary. The answers that I got from my business that motivated me, inspired me, and gave me the numbers that I used in the forward will be different than your numbers.

Your numbers will be different than the people on your team. You're going to have to test and tweak. You may have no problem at all getting bookings. You may have so many bookings that you don't know what to do with yourself, but you struggle in a different area. By drilling down into those specific areas you'll learn that you don't really need to track certain areas because you're doing really well there...but maybe your problem is opportunity events or the face-to-face one-on-one because not everybody in direct sales has parties.

Some of us do one-on-ones. Closing sales at the one-on-ones or doing upsells; the more you track, whatever it is; testing is key. You've got to test these things and you'll be able to really demonstrate the results. When we talked about testing...you have to cover a spectrum.

In my office I have two pictures; one of Thomas Edison and one of Yoda. My picture of Thomas Edison reminds me that he didn't just try one time to make a light bulb. He tried and tried and tried a thousand times until he finally made the one that worked. He said: You know, I didn't fail a thousand times. I found a thousand ways that it wouldn't work.

Then of course, my picture of Yoda is because Yoda says: Try? There is no try. Do or do not. So when you're talking about testing and talking about watching these trends and tracking these numbers, you have to give yourself permission to give yourself time to chart these numbers. You don't just say: Well, you know, I looked at my numbers for the last week and I had two bookings. That's not going to work. That's why I say talk about the whole year.

If you're new you want to go with your last six weeks and keep rolling those six weeks until you have 3-4 months under your belt and then you want to start looking at it quarterly. You need to look at those numbers on a regular basis over a period of time because things just fluctuate. But you are absolutely right. You want to look at how every minute detail of your business works once you get the hang of tracking these numbers.

Now when you first start you could probably find 75 different things to track but if you're tracking your big three you'll be doing good for starting. Once you have a handle on the big three then you want to dig into the more complex numbers; the deeper digging numbers like how many one-on-ones versus group sessions. How am I doing at opportunity events versus our team sales meetings... because we bring potential recruits to sales meetings just like we do opportunity events. Which ones do I do better? Which ones have better incentives?

You need to look. Did the guest special in February really wow people? Maybe I need to do something like that in my own business in April even though the company is not doing it. Did they really go gonzo over this booking incentive this month but the next month it kind of fell flat? You need to track those different things so you can see that this really works.

Just because your company is not doing it doesn't mean you don't have to. Sometimes I've taken the hostess bonuses from the month before and made them a purchasing incentive for the next month. I'd say: You know, we had this as a host bonus last month and I have 7 of them left. If you want to book a party today or if you want to spend \$150 today I will be glad to give that to you. Then you have those incentives because you know the people really wanted it last month and how do you know? Because you were tracking. I sold 75 of those last month. Gosh, this thing was really hot. What can I do like that this month?

There are lots of different areas and lots of different things that you can test and try and track, but the one thing I want to make sure that we're clear on is that you don't get yourself so bogged down and try to do too much too fast because Carrie and I are the kind of women who will test, tweak, and track every little detail and keep incrementally improving our businesses all the time. If you are brand new to testing and tweaking and tracking numbers, you don't want to have 77 different things that you're trying to track because you will pull your hair out and you will quit before you get started.

If you're just starting tracking your own numbers you want to know how many shows you're booking on average at every party, what your show sales average is at every party (or your one-on-ones if you're not doing parties), and then you

want to know how many recruiting interviews you're getting and how many of those are turning into recruits.

If you track those four things you're going to see some big areas to make big gains in your business within the first month and a half or two months of actually tracking these numbers.

Two things happen. One, you become more aware of it. I don't know if you guys are familiar with the RAS (Reticular Activating System...that's for all you science students out there.). That is the device in your brain that makes you aware of things that you might not have been aware of before. It filters in your brain what it thinks is important and what it thinks is not important.

For instance, you go to the car dealership and you fall in love with a car. The next thing you know you leave the dealership and you see that car everywhere. That's your Reticular Activating System telling you: Oh! There's that car. There's that car. Beep, beep, beep. There it is!

When you start tracking those numbers your brain will say: Okay, my goal is \$500 in sales. My goal is \$500 in sales and it will actually try to come up with ways to help you reach your goal. That's the first thing that happens because your brain becomes more aware.

The second thing that happens is you start to push yourself and you start to look at your business in terms of dollars and cents, numbers and returns rather than the emotional upheaval and unrest in guilt and fear of 'Oh my gosh what if I do this this month? What if I really do succeed this month? How will my husband and kids feel about that?'

We don't tend to think of the positive ways they will respond, let's be honest. Most of the times we are focused on if we don't hit this - these are all the bad things that are going to happen. My husband's going to say I told you so and the kids are going to go: Why didn't you just stay home and play with me? But because our brains are engaged in ways to improve our businesses as well as improve our lives, our brain says: These are all the good things that are going to happen. My kids are going to be happy that I'm going to get to take them to McDonald's this week. My husband's going to be happy because I'm not going to be complaining about how I only had a \$395 show because I hit my sales goal of \$500. My brain is actively engaged in trying to make those things work for me.

So it's a really neat thing and it's almost subconscious once you kick over into your business mode and focus on the returns and the numbers that you need to be successful in your business.

Carrie: That's key and you're right. I went into those advance strategies, and I don't want to overwhelm anybody, but I'm just telling you the fun of it. Once you really start doing this then it's such a cool CEO place in your business that you can start predicting the future (almost) based on your past numbers when you're really working those.

Okay, I want to talk about a couple more things. One is kind of hostess coaching based upon your numbers. Based upon what you've tracked I know you teach that you have to set your expectations and you have to communicate those expectations to your hostess like... how many people you should aim for on your guest list, etc.? Talk to us a little bit about how that ties into tracking and then how we take our tracking and kind of move that into how we're coaching people to work our business with us.

Lisa: Okay, this is fun because I love doing this with people. I saw Tony Robbins say in a video once, there's a whole story behind it but basically what he said was... Life will pay any price that you ask of it. So many of us go into our business saying: Our corporation says that the national average is \$350, so that's what the company incentivizes you to. With a \$350 show you can get this. I tell people if you want to get more you have to expect more to get more.

There's no reason that you can't go to a show and do \$1,000 in sales at every single show unless you don't believe you can do it in the first place. A lot of times we don't believe we can because we've been programmed to believe that this is the national average and this is where we're at.

Obviously, if you know you're numbers you can know that your numbers are higher or lower than the national average. If you know that, you can say: Okay, what do I need to do to get to the next level? If you start right at the beginning by coaching your hostesses and tell them: You know, my typical hostess gets \$150-200 and three half-price products. Here's how we do it. You walk her through the hostess packet of information and you say: With \$1,000 show you can have all of these different things. Here's how you're going to get a thousand dollar show.

You walk her through it step by step. The first thing you need to do is have a guest list with at least 40 names on it. Why 40? Well, people will go: Oh, I don't know 40 people. Do you know what? I bet you can figure out 40 people who would love to come and try these products who you know needs a night out... whatever. Walk them through brainstorming different groups of people from different areas. I'll say ten different groups, four people from ten different groups or I'll say 10 people from four different groups.

Then I always say: The reason we want 40 is because half those people just won't be able to attend anyway. That's okay, but we want to get the invitations out there because they might surprise you. That leaves about 20 people on your list. Of those people who could come, half of them will have something come up or they'll forget or whatever and they won't be there. That gives you ten people at your party. Now my average ticket sales at a party with ten people is \$80 a person. Well, boom! There's an \$800 show. If you've got two or three outside orders or \$200 in outside orders- if you want to do some numbers that way- then you've got your thousand dollar show. You can get this, this, and this.

But if you don't know your numbers, ladies, and don't know what your averages are, you can't present that to your hostess. You can't say: Oh, it's really easy with ten people in attendance it's about an \$800 show. You just need \$200 in outside orders. If you put it to her that way and you say: If you get that \$200 in outside orders, when I come to your show I will give you this X Bonus Gift as my way of saying thank you to help you get on your way to a thousand dollar show. That's the first thing I say- a guest list with 40 names.

Then I say: I need that guest list in three days. I don't care if your show is four months from now and sometimes I've been booked out quite a ways. Here's why I need your guest list in three days. That day is held specifically for you. If I don't have a guest list, that's my insurance policy that you're going to hold your date. I know that things happen and dates get changed and that's fine. I have no problem changing the date if we can find a date that works, but if you don't get me that guest list I'm not going to hold that date for you because I have other people who want that date. I'm very busy.

I don't do a lot of shows to begin with. I make that clear. I don't do 20 shows a month. I've never done 20 shows a month. I set my business up so I was never doing more than 2 shows a week except during Christmas when it gets kind of crazy. I would make that point of telling them that I get booked out in advance because people want to work specifically with me. I will only hold this spot for you for three days. If I don't hear from you you're off the list. I can't promise you that that date will be held for you.

So people would go nuts trying to give me the guest list before that night was over. I would tell them if they got me the guest list before they left that I had another gift for them. If you can get me that guest list in three days, I have an incentive for you. I incentivize for action. I incentivize for the things that I know will pay me money.

For example, if she has a guest list with 40 names on it I might give her free shipping on something special or I'll give her a free small gift. If that guest list is back to me in three days then I give her another little something.

I kind of have a list that I use. You kind of run down the list. So the first one is: Guest list in three days you get X. Guest list with 40 names on it and you get X. If you have one party booked before the show you get X. If you have \$200 in outside orders you get X. If you have someone who wants to join the business or you want to join the business and you call me before the party you'll get X. The X gifts get bigger as they go down the list.

What I'm doing is I'm encouraging her to partner with me so that we're going to make money together. She's going to get lots of hostess gifts. If she realizes: Oh my gosh! I just did a thousand dollar show and it was really easy, I can totally do this. Then she picks up the phone and says: You know, I think I want to join the business. You've just made it easy for them. You've trained them. This is how you're going to train your team and you're going to be in demand. The wheels start to turn and they start to get it because it isn't rocket science.

It wasn't hard and they really did have a successful show because that's what every hostess wants. They want to have a successful show. That's why they cancelled and haven't sent out the invitations. They think that nobody's going to show up anyway. I will tell you this much. I did a show with three people. One of them was the hostess and one of them was me. So we had one guest, one hostess, and me. That show was a seven hundred dollar show. So I always tell them that I'm having that show and I don't care who does or doesn't show up, we're going to have the show unless they decide they want to cancel or reschedule.

If you know that your show sales average is X, you can incentivize your hosts and your guests to help. So when she comes to you and says: I have \$400 in outside orders! You can go: Great. That's twice what we'd expected. You've got 9 people coming the show...that's fabulous. When you get there there are only 8. Well, if you do the math, you've got \$400. You still need 6 to get that \$100 show. If your average is \$80 a head you might get close but you might have a couple of people who don't buy.

I'm going to tell you this statistic but I don't want to clog your brain, but statistically speaking, the more people you have at the show, the higher your show sales average will be. If you have 7 people at the show then they average about \$50 a person. If you have 10 people at the show they'll average between \$60-70 a person just because there are extra people there. It's a group think thing. It's a mind fetish. Oh, there's so many people they must be spending money. I'll buy, too.

So if you have smaller shows, that's one reason why your sales are lower. That's just a psychological statistic. Again, obviously, results will vary, but I just wanted to throw that out there. So if you know that with 8 people there you're going to be kind of pushing getting that \$600 dollars, then you can turn to your group and say: Hey, I have a special offer just for you tonight. When you spend \$150-200 (or whatever and you want to put it kind of lofty because you know not everybody's going to take advantage of it anyway)...When you spend \$200 with me tonight I'm going to give you X.

Maybe it's a free product. It's got to be more than free shipping or it's not going to be much of an incentive. You want to give them something that's worth about \$20 if it's a \$200 gift or \$200 purchase. You want it to be in the 10-15% range of whatever it is that you're incentivizing them with...if that makes sense. If you're doing that people are going to go: Wow. That's pretty cool. She's giving \$20 of free stuff with a \$200 purchase. Yeah, I think I want to do that.

You're not going to get a lot of takers. You may have one person who says they're going to get that thing for \$200 and the rest of the people in the room are going to go: Maybe there is something to this. People will buy what you promote because they think that's the thing to have and they want to be in that crowd. That's the psychology of how that works but if you don't know your numbers, all of this is for nothing. You're just throwing away free stuff because you don't know what's going to bring you the money, what's going to get you the business that you want, and what's going to make you successful?

Carrie: It's true. If she has a great show she's more likely to recruit and the others that are there are more likely to book and then they're more likely to recruit and they see you helping her have a successful show. It really is part of an overall formula.

Lisa: Absolutely. It cycles. It feeds one to the other and that's why we see so many hosts who become recruits. They don't become recruits if they're not really happy with what's going on and they're not really excited about what's going on... if they can't see the vision of what's going on. A lot of hosts don't host because they're not excited about what happened at the party, if they're not excited about the product that was presented, or not excited about you.

I've had a host come to me and say: You know, I went to another party by another consultant and I decided to book with you - because of something that had to do with either the way I presented it or they thought I was knowledgeable or something. That was the biggest compliment they could've given me. They chose to do business with me because of me, not because of the product.

Let's be honest, in a company that's big and has millions of consultants they could buy the same product from any other person on the block online, in the catalog, down the street, at work... what is going to make it so that they purchase from you? It has to do with who you are and the way you run your business.

Carrie: Exactly. One more thing - you just mentioned that you're making those numbers (if you're not really tracking), throwing away free stuff, and it's not necessarily going to get you or the hostess to your goal. We don't believe in leaving things to chance. This is why we like to track things and this is why we like to train according to tracking, but let's talk about tracking a little bit in the future, Lisa.

I know that you're big on calendaring. I know that's a new thing you're teaching; editorial calendars for direct sales. We're used to being reactive to what the company tells us to promote. They only tell us what they want us to know, truthfully, and so tell us a little bit about your thoughts on planning out your year in advance. After all, I can't plan my year in advance. I don't know what the company's Spring line looks like. I don't know what the holiday line looks like. How in the world can I plan out my year? Tell us a little bit about your thoughts on that because I think this is a great approach that we use in traditional business and then for whatever reason, we abandon it in direct sales business.

Lisa: One of the downsides to direct sales (and I've been in direct sales for something like 15 years... I've lost count I've been involved in it for so long) we are chained to whatever a company force feeds us in terms of information. If we're not the top income earner on the high end of the totem pole we have to wait for the information to trickle down to us about what the upcoming specials are, what the upcoming promotions are, what the new products are all about. We don't know any of that stuff so we lay in wait and then we try to jump on whatever it is that we got emailed today so that we know that next month is going to be the hot new product. Well, that leaves you really in the lurch and it leaves your business to chance in ways that I don't like.

I just always have been a big fan of booking yourself solid for the next 90 days. In direct sales you're always told: You need to book. In the next two weeks you've got to keep your bookings close. That's wonderful but then if something happens, all you have is what's on your calendar for the next two weeks.

If you can set your business up in a way so that you're booked solid for the next 90-120 days, number one it gives your hostesses more time to invite people and get their houses ready and all their things... if you're doing proper hostess coaching and that's important. But also, you look more like a professional because you've got your stuff together. You know what's going on. If someone says: What's the special for March? That's three months away but you can go: I

have this special going on. I don't know what the company's doing yet because they haven't told me, but here's what I'm doing in my business.

Carrie, you mentioned the editorial calendar. I took this idea from what magazines do. If you go to one of your favorite magazines online you can find their editorial calendar. It will tell you every topic that they are going to talk about for the next year. They haven't printed the issue yet. They probably haven't even written an article yet, but they have already decided in advance what the whole next year is going to look like for their magazine.

That doesn't mean they're chained to whatever they decide they're going to write about. They may change their minds. An earthquake may happen in Haiti that makes them decide to write about that instead, but it gives them a guideline - a roadmap- for the whole year ahead. This is something that I've started doing with my team, and I'm getting some good success with it because now my team has a forward vision of what they want to do and where they want to go in their business.

Before it was: Well, I only know what next month's special is. If I only know what next month's special is, I can't plan for March or April. That's bunk. If you're chained to what your company is doling out to you a little at a time, and I don't mean this to belittle companies at all because we need them, but if you're waiting with baited breath for what your company is going to provide to you in terms of information or the latest products, you're losing precious time in your business waiting instead of acting.

An editorial calendar makes you sit down and say: Okay, I know that the Spring catalog will be out in February. I want to do something around that. I'll do some kind of a special in February related to the new Spring catalog. I know that in Summer we have another supplement that comes out. I want to do something in the summer that really promotes the new supplement. Of course there's the holiday catalog that comes out in the October time frame so I want to do something in October that has to do with something out of the holiday catalog.

I don't necessarily know what but that doesn't matter because you can start planning now and say: You know, ladies, I know it's July but our holiday catalog is going to be coming out in October and it's going to be fabulous. (It's always fabulous. You know that so just say it.) You're going to see some amazing products and some great deals. I would love to book you for this so all you have to do is...and then go into your booking spiel to get them going.

If it's July you can say: Alright, ladies, I'm already booked a couple of months in advance so here's our October special and here's what we're going to do. You

may not even know what you're company's going to do for October but you can say: The catalog's going to be fabulous (because it always is...) and there's going to be some great stuff here and I can't wait for you guys to try it. If you want to book in October, here's the special incentive.

Here's how you picture incentives. You're going to take your top selling product. How are you going to know the top selling products? You are going to track them. You're going to go and do the research and look back over your records and see what your top selling products are...not your seasonal stuff. (You don't want seasonal stuff because it may or may not be available when that month rolls around.) Pick one of your top selling items and say: This is going to be my special offer for the month of January. You're pretty confident that that's still going to be available because it's a top selling item.

You don't want to take something unusual or rare or limited edition because you never know what that's going to be but if you have some products that are old standards that everybody loves, make those your incentive items.

You start by filling in the big milestones of the year. You know for sure that your Spring catalog comes out in February. You know for sure that the supplement comes out in June. You know for sure that the holiday catalog will be in that October time frame. You say: Okay, this is what I'm going to do for those things.

Then you sprinkle back. Let's say February is Valentine's Day. You don't want to do something in February for Valentine's Day because it falls in the middle of the month. (So you want to do everything a month back because you have shipping windows that you have to deal with and product issues that you may have to deal with.) If you want to do something for Valentine's Day you want to be doing that in January. If you want to be doing something for St. Patrick's Day you can do that in February. If you want to do something for Mother's Day you can do that in April.

You can pretty much fill in the whole entire year just based on holidays but then you can also sprinkle in whatever you know is exclusive to your company. If you have exclusive events like national conferences in August...Well, I want to do something around conference, I just don't know the dates yet but I know it will be in this month. I can say: My special for August will be...When I come home from Conference I'm going to do this big thing. You can get a free ticket to that event if you book now. There will be pampering and there will be this and that...and you can tie it into this theme of Conference.

The end of the year...some companies don't sell the whole month of December. Some of them only sell for part of the month. Then you can say: In the summer

I'm doing an End of the Year Gala, Extravaganza...whatever...you decide what it's going to be. You're in control. It becomes your business and you become the CEO like Carrie was talking earlier. Your direct sales company is the product distributor or wholesaler, if you will, of the company you own. That company is You, Inc., and you control what the calendar's going to be.

Now if they do something that's amazing, outstanding, and so exciting you can hardly contain yourself and you've already set up a bonus incentive for that month, you can always change your mind. The world will not end. People will not think less of you if you say: This special that the company's doing is way better than what I had originally planned, so we're going to go to that instead. You can totally do that. People will go: Oh! It's even better? Great! They were already excited about what you were going to do, now they're even more excited. That way you're not chained to the Hope and Pray Method instead of building your business...waiting and hoping for someone else to tell you the next special and what's coming down the Pike.

You get to control it and this is the part I love the most...When you sit down with your team and have them create their own editorial calendar, you get your team pointing ahead. You get your team thinking a whole year in advance. They can get excited about the things that are coming down the Pike in their business so that say if one month they're not having a good month. You can say: You know what? You've got an awesome special for next month. You've got some great stuff coming down the Pike on your calendar. Get excited about that and start sharing that with potential guests and potential hosts. Share that when you're doing your follow up calls.

It changes the mindset of your teammates and of yourself from the right now mentality to the long-term business owner growing your business like a real business mentality. This is what real businesses do, guys. They start at the beginning of the year and they do their annual planning. They say: What are we going to do? How are we going to build our business this year? What are our goals and our objectives?

I know a lot of consultants who say: I want to sell \$50,000 this year. But you have no idea how you're going to do that and you say: Well, \$50,000 divided by twelve is about \$2,500 a month. I'll write that down on my charts and I'll make \$2,500 every single month. Well, you know you don't. You have a big November and a big December and a big October and then in January you hit a wall.

We know that those are trends in the industry, so instead of bashing yourself upside of the head because you didn't get \$2,500 of sales in January...if you realistically plan and say: Well, I'll probably do about \$1,000 in January but I'll

do \$1,500 in February and \$2,000 in March and \$10,000 in December... you can gauge and track accordingly and be realistic instead of going: Well, I shot for \$2,500 in January and I only had two shows and only sold about \$500. Then you have to deal with the guilt, the fears, and the I told you so's and the Why are you even in this business in the first place. You didn't make any money.

You hear those things and sometimes you hear them from your own head because you didn't track your numbers or you didn't look and say: Where are we going? What are we doing and how are we going to get there? If you're doing that all the way along throughout the whole year you have a forward vision that doesn't allow you to dwell on the stuff that happened yesterday because you're so excited about what's coming down the road tomorrow.

Carrie: I love that because the other thing is when you're working with your team on something like that, too, it's like you're having them commit to staying in business.

Lisa: Yeah, it's a psychological thing. It totally forces them even if they don't want to work on it. Well, golly. That's three months from now and I don't know about three months from now. Well, let's look at it. You're a brand new consultant and your first three months are going to be a part of your incentive period anyway, so let's talk about what you could do for goals during those days. What could you do for this? Now that you've got those laid out, let's shoot for another three months down the road.

Psychologically it plants the seed of: Gosh, I'm going to be doing this for a whole year. I've got plans for the whole year now. Gosh. I can't stop now. I've still got this six more months to work on. I've got three more months to go. Then when I do an annual calendar with my team I always have them start in November for the whole next year because November is going to be the busiest month. November is when they're riding high. November they are going to be feeling great about everything and everything looks bright and the future is so promising and we're just going to go guns season next year.

When I have my team sit down and do that I have them do it in November. Now new consultants do it as soon as they sign up. But if they're someone who's been on my team we do it as a group in November so that they're moving forward and looking towards the whole scope of the next year so that they're thinking with a business owner's mindset rather than the hobbyist mindset of: Well, I'll do this for a month and see what happens after Christmas. No. They've got a plan. They've got a roadmap even if it's a tentative one that you can share with people and get excited about. Oh, I've got this planned for next March. I hope you're

going to be available. It's going to be awesome. That gets other people around me excited, too.

Carrie: You talked a little bit about overspending on company promotions and those kinds of things when they are planning their own promotional calendar based on their own specials based on their biggest selling things, and they don't get stuck in the rut of buying everything the company is premiering. Then I think they can take their inventory and sales more in control, too. They're not being as reactive. They're not looking for the next miracle pill. They're basing their purchases on what they know their audience wants.

Lisa: Absolutely. Again that all goes back to tracking the numbers and doing the testing. Know what it is that your people really want and give it to them. Why would you do that? Because they're your customers and you love them. You love that they spend money with you because they are the people who keep a roof over your head and food in your kids' mouths. You want to be serving them.

We talk a lot about serving. We work from a service mindset of – Who do we want to serve? Who can we help? Whose lives can we make better? If you're building your business that way you can't help but succeed and you bring to them exactly what they want because that's what they want.

If you know that your customers are going to be wanting lip balm in January, you come out with a special in January on lip balm. If you know that they're going to have an acne issue in early summer, do an acne special in early summer. If you know that they love diamond-look earrings, then you're going to do something with the diamond-look earring or the new bling for the season. You can practically predict the future when you know what you've been doing in the past. That's so awesome.

Carrie: It is and it's empowering and that's how big companies function and how you need to function, too. I guarantee you what you track is what you improve. What you track is what you improve. You can trace the numbers directly to that. If you're tracking your booked appointments versus how many hold, that's what will improve. If you're tracking your show sales, that's what will improve. If you're tracking your recruits based on appointments, that's what will improve. So that's why it's really key to track your big three for a balanced direct sales business.

I know you're going to want to check out Lisa Robin Young more at HomePartySolution.com. That's her blog. You can sign up for her newsletter and awesome tips. Love her blog; super informative information. (I'm really stumbling over my words and that's okay. You'll do that when you teach and

when you have your shows. It makes you really lovable. One of my first shows I demoed a lip pencil on somebody's eyes and then when they got ready to buy it they couldn't find that color in the eye pencil section. Just really quickly thinking on my feet I said; You know what the truth is, that's one of our lip pencils but it's gentle enough you can also use it on your eyes. So you will mess up sometimes and it's all okay because people don't like doing business with a business. They like doing business with a person.)

Thank you so much, Lisa, for your time tonight.

Lisa: Oh, my pleasure. Thanks for having me.

Carrie: I hope you guys will immediately start tracking your big three. Come up with a spreadsheet, pen and paper, note cards...whatever you need to do...just get it done.

This is Carrie Wilkerson, the Barefoot Executive, signing off from Session 2 of the Barefoot Boot Camp 2.0. I'll see you in the forum. I'll see you in social media and in our next session.

Bye everybody.