Modern agricultural veterinary marketing and salesmanship is distinct from conventional corporate product marketing and salesmanship, from small animal practice marketing and salesmanship, and from marketing of conventional livestock services for the following reasons (the bolded abbreviations are entry terms for literature searching):

1. The service being sold is professional, often requiring specialized education, credentials and licensing (PSF - professional service firm)
2. A colloquial term for professional services marketing is “rainmaking”
3. The services range from purely technical to knowledge intensive (professional)
4. The internet empowers clients, particularly with knowledge availability
5. The “product” being sold is primarily service and secondarily goods, such as pharmaceuticals and biologicals of which some are legally restricted to being delivered within a valid VCPR (veterinary-client-patient relationship), a reverse of the more common relationship in which services are marketed secondary to a core product, and the goods without legal restrictions are often decoupled from services.
6. Conventionally the service is usually delivered directly (face-to-face) by the professional selling it or under their direct oversight, similar to CPA’s, lawyers, and other medical professionals
7. Purchasing intangibles such as professional services requires a higher level of trust than is typically required for physical goods, which often can be examined, tried and returned for a refund, that are usually better understood and more easily evaluated by the purchaser
8. Many conventional individual animal and herd services are “bought” (e.g., client has already decided to consume them) while new herd and preventive services must be “sold” (e.g., client must be convinced that the new service solves a problem of theirs) face-to-face and personalized (The Art of Rainmaking, Kawasaki 2/9/06).
9. “Inbound,” “content,” or “permission” marketing (e.g., websites, whitepapers, blogs, social media providing content for potential clients to find) of professional services is more likely to be successful than traditional “outbound” marketing (e.g., traditional mail, e-mail, radio, TV, paper, or other traditional advertising)
10. Unlike typical small animal and equine practice, the relationship is usually business-to-business (B2B), rather than business-to-consumer (B2C), but person-to-person (P2P) marketing is required. Being a PSF, the marketing is face-to-face and personalized with intense contact.
11. Both the providing and consuming businesses are classified as small business (less than 250 employees) rather than large business
12. Because herd-oriented practices typically have a small number of key clients compared to predominantly individual animal-oriented practice having a large number of clients, client retention is considerably more important than developing new clients.
13. Because the individual with final purchasing authority on large farms is responsible for all the various resources and pressing issues of such an enterprise, they are usually not present when services are delivered (see Guterbock paper) but are a critical P2P marketing target. The business relationship is more complex than those for conventional individual animal focused practice because although the relationship between the service provider and this decision making is critical, the veterinarian’s regular contact is with a key influencer of the decision maker, such as a herdsman.
14. Services of a preventive nature provided to livestock operations overlap those provided by other professionals, such as consulting nutritionists, and much information from many sources (e.g., trade publications, scientific journals, USDA extension service) is readily accessible on-line
15. Unlike small animal and equine practice, larger livestock operations are targets of more overlapping and competing product and service providers (frenemies)
16. Potential competition for solving the problems for which services are purchased include evolving technology,
disruptive innovation, developing on-farm expertise, and allied industry professionals in addition to fellow professional providers

17. Because of increasing competition and narrowing producer margins, services are changing from being bought (producer makes decision to buy prior to contact) to being sold

18. Because often the individual performing much of the direct animal work at the direction of the veterinarian is a farm or ranch employee, service success often requires changing human behavior, which in turn requires educating and motivating them

Of the many online and printed marketing and salesmanship resources, because of these unique characteristics few apply directly. Typical marketing materials are developed to educate people responsible for managing product lines in national corporations marketing products through supply chains to consumers (large B2C). PSF business models are different because, unlike products, services can’t be inventoried and are hard for a potential client to evaluate but are easily shaped to meet specific client needs and demands.

Success Function:

\[ \text{Success} = \text{function of (} \]
\[ \begin{align*}
\text{Sufficient Market} & \quad (\text{enough clients with sufficient cash flow having the problems you solve}) \\
\text{Marketing} & \quad (\text{clients aware of your solutions to their problems}), \\
\text{Product / Service Excellence,} & \\
\text{Appropriate Business Model} & \quad (\text{value equations are sufficiently positive}), \\
\text{Adequate Resources} & \quad (\text{human, capital}), \\
\text{Supportive Environment} & \quad (\text{competition, regulations, macroeconomics})).
\end{align*} \]

- Market and marketing are only one component of the success function
- Which is the most rate limiting component of success? How much more limiting is it than the next most rate limiting component?
- Go to where the money is!

Beyond competence, clients don’t care about your skills (tools). Clients care about you solving their problems, reducing PITA’s (“Pain in the posterior”), completing their “jobs to be done.”

*Begin with the end in mind.*  
*Success consists of going from failure to failure without loss of enthusiasm* - *Winston Churchill*

*All jobs are about anticipating, preventing, and solving problems* - *M Yate*

*To create a compelling value proposition, find the clients’ jobs to be done, clearly identify their pain points and what problems they’re trying solve, and understand what will provide the gains they’re seeking* - *Cayenne Consulting*

*Lean startup* - test the minimum viable product to acquire validated learning as soon as possible and to pivot quickly - *The Lean Startup*

Value is the core concept:

\[ \text{Value} = \text{client’s estimation of benefits vs. their perceived costs} \]

\[ \text{Client Value} = \text{Client-perceived Benefits - Client-perceived Costs} \] (wiki)
Benefit - solution to a client’s problem as **they**, not you, perceive it

Perceived Costs: (client choice drivers)
- **Hassle factor** (e.g., getting cattle in, interrupting routine, working cattle, paying, . . . )
- **Decision-maker attention** (manager attention is a scarce resource under high demand)
- **Time cost** (interrupting other high priority tasks)
- **Scarce resource cost** (e.g., diverting employee from another activity)
- **Habit change** (changing automaticity, those things done quickly and efficiently without thinking, costs)
- **Culture conflict** (conflict with fundamental beliefs, philosophy, and principles)
- **Risk** (e.g., spectre of adverse drug or biologic reactions, people or animals injured during processing, adverse weather or market change, your reliability, your hidden incompetence)
- **Price** (what you charge them)
- **Ego** (e.g., use of service is tacit admission of inadequacy, incompetency, worthlessness, or failure)

Because each client ranks these costs differently, particularly from veterinarians, to develop feasible solutions providing the best value clearly understand their choice drivers. Serious mistakes are trusting your own ranking or making assumptions about theirs.

Problem types: (from Steve Blank’s Startup Owner’s Manual)
- **Acute** - client recognizes and is actively seeking problem solution (e.g., traditional “fire engine” veterinary medicine, typical routine reproductive services)
- **Vision** - client recognizes problem and has established a solution but would purchase a higher value solution if offered (the best potential for immediate new service sales)
- **Passive** - client recognizes problem but isn’t doing anything about it because they don’t perceive sufficient value in any solution that they are aware of
- **Latent** - client has problem but doesn’t recognize it so won’t purchase service without considerable marketing, which can severely irritate them if not approached carefully

Market Profile:
- **Risk Aversion Profile**
- **Technology Adoption Profile**
- **Financial Health Profile**

Are there enough potential clients that are sufficiently risk tolerant, sufficiently open to adopting new procedures and technology, and have sufficient economic means to constitute a viable market?

Simple **Value Equations** that must hold for a successful service relationship:

**Client perceives your value >> Value of competition**

Competition from other problem solutions:
- **On-farm expertise** (e.g., increasing skill of more focused employees)
- **Allied industry providers** (e.g., tech service vets, feed company reps, AI reps, extension)
- **Technical specialists** (e.g., AI techs, palpators, equine dentists, . . . )
- **Technology substitutes** (e.g., Bull birthweight EPD’s substituted for C-sections!)
- **Fellow professionals** (e.g., competing DVMs)

**Value to client >> Client Perceived Costs > Cost to you to provide**
If client estimates value at or slightly above cost, because of the “hassle factor” associated with consuming any service (e.g., selecting a provider, scheduling among other activities, organizing for the actual delivery, paying the bill):
  ○ they likely won’t begin using the service
  ○ they are at high risk of stopping after some convenient breakpoint if they are already using it
    ■ convenient breakpoint - service has prolonged interruption because of unavailability of key personnel, pharmaceutical, or biological

On-farm options:
  ○ Relieve management of a PITA (“pain in the posterior”) function they don’t like (e.g., selecting, training, scheduling employees, managing payroll, filing government reports, processing animals)
  ○ Reduce input cost (cash flow out of business)
  ○ Increase number of units produced
  ○ Increase value per unit (e.g., quality bonuses, branded product)
  ○ Decrease risk reduction (“insurance”) cost or improve coverage

Producer resource categories:
  ○ Employee skills and time
  ○ Livestock
  ○ Machinery
  ○ Facilities
  ○ Land
    ■ crop
    ■ grazing
  ○ Management ability, skills, and time
  ○ Financing

Solution Boundaries are imposed by resource scarcity, particularly labor:
  ○ Competition from other needs for the same scarce resource - dollars, labor hours
  ○ Allocation on basis of relative marginal cost vs. marginal benefit - which alternative has highest positive return for the next unit of investment?

Cost to you to provide:
Correctly estimating and tracking your cost to provide a service with reasonable accuracy is critical.

Some on-line resources:
  ○ Consulting fee rates | Consultant fees Consultant Journal
  ○ Profit metrics for professional services ASPonline.com
  ○ What are the essential KPI’s for professional service organizations? Professional Services Journal 10/13

To identify opportunities, understand the structure, economics, flows and associated environmental factors (e.g., regulation, risk management, financing, labor) of the entire farm to table value chain from inputs purchased by the producer to quality and value criteria of supply chain intermediaries to consumer criteria for purchase consumption
  ● supply chain
  ● SWOT & value chain analysis

Business Proposition Resources:
Challenges:

- Adding value to technical services by incorporating analytical and knowledge services
- Reducing technical service cost by shifting delivery from professional hours toward technician hours
- Leveling service supply with other services to match demand from seasonal industries
- Decreasing unbillable dead time
Quotes and Synopses: (with rewording license)

The most important question: (Seth Godin, 2/24/14)

. . . the most important question in marketing something to someone who hasn’t purchased it before is,

“Do they trust me enough to believe my promises?” . . . Earn trust, earn trust, earn trust.

“Price is what you pay, value is what you get.” Warren Buffett 2014 annual shareholder letter

Identifying opportunities for innovation: (SD Anthon, Innoblog, HBR blog 10/26/12)

What job is your client trying to get done or problem they are trying to solve?

● **Circumstance** - what are the common circumstances for that job or problem?

● **Context** - what has the client done previously versus what they say they did? Trust actions over statements. People predict what they will do in the future very inaccurately, particularly if they are unfamiliar with what’s being offered.

● **Constraints** - what barriers do clients experience? Understanding why clients don’t use a service is critical. Innovation can overcome expense, the lack of resources, and inconvenience but not indifference.

● **Compensation** - is client spending money or time using a service in an unintended way to solve a problem

● **Criteria** - what criteria do clients use to assess quality and satisfaction?

Why hasn’t this job been done better or problem solved before? (HBR blog 10/18/12)

“Approach unpopulated market spaces with caution . . . Before investing big time and money, ask why that space exists . . . Perhaps a technological constraint, regulatory barrier, or entrenched behavior stopped its development, suggesting opportunity. But less promising possibilities are:

● A stated customer need isn’t a real need until demonstrated by behavior

● Powerful stakeholders can inhibit adoption of a new idea

● The fundamental economics of a space or an idea aren’t attractive

“Ask yourself . . . ; Why hasn’t this been done before? Who are the people that might have done it? Did they try? Why did they or didn’t they? If the business opportunity is obvious to us why hasn’t it been obvious to other smart people? What do they know that we don’t?”

Ribble, CS “The use of modern marketing strategies for the promotion of preventive medicine and herd health” Can Vet J 28(7):406-412

“Veterinarians . . . must adopt modern methods of marketing . . . promote the service using the principles of selling a product or service.”

“Marketing . . . passes through three stages:

○ product/service orientation or fixation where the demand is great enough to expect that business will follow as a right; the main concern is technical perfection . . .

○ when demand slackens, competition increases, or our supply outstrips the client base, the ‘selling’ orientation rises . . . concerned with communicating persuasively to potential clients . . . concentrating on persuading them to accept what we have to offer . . .

○ a genuine ‘marketing’ orientation arises . . . characterized by identifying the range and mix of services that clients and the market at large will need, building up the facility to supply such services, and persuading clients that this is the service they need.”

“The sales approach is to provide a service, then convince the client to buy it . . . The marketing concept approach is to determine client needs, then find out how to satisfy them”

“Marketing is the business of creating customers by looking at all your activities through the customers
eyes and supplying value satisfactions at a profit. . . .first finding out the nature and scale of client needs and then providing services to satisfy them, rather than adhering to the traditional . . . . approach of supplying services and then trying to persuade clients to buy them."

". . . the herd health program has an economic foundation as opposed to the ‘sanctity of life’ foundation of human medicine. The veterinarian engaged in herd health work is not a physician, but an applied scientist-businessman working in a competitive, financially restricted industry."

"Rote application of a recipe ignores producer uniqueness and is contrary to the idea that your product must fit your consumer’s needs and ability to pay, and you should not try to mold your clients to your needs.’

“three decisions:
  ○ which producers to pursue,
  ○ which desires of the target market to satisfy
  ○ what marketing mix to use in satisfying target producers

One must carefully identify the producers with purchasing power and a willingness to purchase. Once identified, these producers should be questioned to determine what benefits they desire . . . and a decision made concerning which of these benefits the veterinarian will offer."

“Personal selling is the promotional technique of choice for herd health . . . highly personal form that marketing herd health must take . . . lecturing to producer groups . . . organized herd health lectures or ‘informational seminars’.”

“the role of the herd health salesman is that of partner . . . discovering the precise nature of the producer’s needs, designing a program to solve those problems, and making the producer aware of their needs, which encourages the producer to buy the program.”

Dr. Paul Q. Judge

“Not is it a hard problem, or an interesting problem, but is it a valuable problem? This means people are willing to pay you to solve this problem in a repetitive fashion.” (Hypepotamus 8/2/13 interview)

Michael Pantalon “Instant Influence: How to get anyone to do anything - fast”, 2011 - Amazon

What motivates people to buy? Their own reasons. People usually act for their own reasons, not someone else’s. . . . You motivate people not by telling them they should buy but by asking them why they might want to. The salesperson’s task is helping the client find their own reasons.

Let people convince themselves: People respond much better when they act for their own reasons rather than yours - our task is helping them discover those reasons quickly.

The “Tell-and-sell” approach almost never works and has been shown to lower motivation. You tell your reasons for doing something and then try to sell these to the recipient. Even if they completely agree, they aren’t motivated because these reasons aren’t their personalized reasons and they didn’t explore how much their reasons meant to them. People take action when they hear themselves say they want to.

A person indicating ambivalence (“I might”) is more likely to do something than a person saying “yes” without the commitment (close).

The Law of Psychological Reactance - the harder someone tries to get you to do something, the less you want to do it and the less likely you will do it. People very much dislike being told what to do, even if that is a mistaken perception of the speaker’s intentions.

Six steps to Instant Influence:
Step 1: Why might you change? [the most important question]
Step 2: How ready are you to change - on a scale of 1 to 10, where 1 means “not ready at all” and 10 means “totally ready”?
Step 3: Why didn’t you pick a lower number? (Or, if the influence picked 1, either ask the second question again, this time about a smaller step toward change, or ask, what would it take for that 1 to turn into a 2?)
Step 4: Imagine you changed. What would the positive outcomes be?
Step 5: Why are those outcomes important to you?
Step 6: What’s the next step, if any?

Jantsch, J “Duct Tape Marketing Revised and Updated” - Amazon:

“The typical small business in America is started by someone who knows how to do something. . . . Hardly ever does this know-how include being able to market a business that does those things. . . . Every business is a marketing business.” (Jantsch, pg x, 2006)

Marketing is getting people who have a specific need or problem to know, like, trust, do business with and refer you to others who have this same need or problem. (Jantsch, pg xvi, 2006)

Clients who don’t respect the value you bring, don’t pay on time, and don’t do their part will drag your marketing business down faster than any other business dynamic (Jantsch, pg 3, 2006)

“Here’s the cold hard truth - no matter what you think you are selling or providing, it is the customer who ultimately determines what you are selling. You don’t sell goods and services, you sell solutions to problems.” (Jantsch, pg 7, 2006)

“You cannot make a market out of people who should need what you offer, even if they desperately do need what you offer. . . . you must determine if this market values what you have to offer enough to pay a premium for your expertise and understanding of this market.” (Jantsch, pg 8i, 2006)

Price . . . is a terrible place to compete. (Jantsch, pg 21, 2006)

[bad end of fidelity curve; other is quality - Tradeoff, K Maney - Amazon]

“. . . many times I have found that business owners don’t fully understand what they do that clients truly value. (Jantsch, pg 28, 2006)

“. . . figure out what you really sell. . . . You don’t sell what it is you claim to offer. You sell what the eventual buyers think they are going to get from your product. . . . businesses have little idea of what they sell. If you can come to think in terms of how buyers of your products and services define what they are buying, you will be much better suited to communicate how your product or service is unique.” (Jantsch, pg 28, 2006)

Marketing is a continuing conversation that occurs in many forms, in-person to on-line.

Seth Godin

“A commodity business always lives on the knife edge of cheaper” 9/25/13

Bettger, F (1992) Pocket Reminders from How I Raised Myself from Failure to Success in Selling - Amazon

• If you want to overcome fear and rapidly develop courage and self-confidence, join a good course in public speaking - not just a lecture course. Join only a course where you make a talk at every meeting. When you
lose your fear of speaking to an audience, you lose your fear of talking to individuals, no matter how big and important they are. [Toastmasters - locations]

- . . . Take more time to think and do things in the order of their order of their importance. Set aside one day as self-organization day, or a definite period each week. The whole secret of freedom from anxiety over not having enough time lies not in working more hours, but in the proper planning of hours.

- The most important secret of salesmanship is to find out what the other fellow wants and then help him find the best way to get it.

- If you want to hit the bull’s-eye, remember the sage advice of Dale Carnegie: “There is only one way under high heaven to get anybody to do anything. Just one way. And that is by making the other person want to do it. Remember, there is no other way. When you show a man what he wants, he will move heaven and earth to get it.

- Cultivate the art of asking questions. Questions, rather than positive statements, can be the most effective means of making a sale, or winning people to your way of thinking. Inquire rather than attack.

- Learn how to use the most important word in selling, that powerful little one-word question, “why?” . . . “Why?” . . . “In addition to that?” . . . Why gets the customer talking, brings out his objections. In addition to that? finds the real reason, or the key issue.

- Remember the forgotten art that is magic in selling. Be a good listener. . . . It is one of the most important principles of the formula for success in selling. Yes, it is magic in selling!

- Be brief. A salesman cannot know too much, but he can talk too much. . . .

  a. Welcome objections! Remember - the best prospects are those who offer objections.

Ziglar, Zig (2003). “Zig Ziglar’s Secrets of Closing the Sale” - Amazon

- There are five basic reasons people will not buy from you. These are no need, no money, no hurry, no desire, and no trust. (pg. 28)

- People will buy what they want when they want it more than they want the money it costs (pg. 31)

- The most important part of the sales process is the salesperson (pg. 35)

Bettencourt, Lance A. (2010) Service Innovation: How to go from customer needs to breakthrough services - Amazon - HBR Blog 9/30/10 10/11/10 2/7/11

- People “hire” products and services to get a “job” done

- Every job has a universal structure of discrete process steps: defining what the job requires; identifying, locating, and scheduling needed inputs; preparing the components and the physical environment; confirming that everything is ready; executing the task; monitoring the results and the environment; making modifications; concluding the job; and any problem resolution. What is the client trying to get done at each step? What metric does the client use to measure success at each step?

- Out of the many different jobs that a client is trying to get done, which offer the ripest opportunities for service innovation?

- If the job the client is trying to get done were mapped out, where are the biggest points of inconvenience, frustration, and poor results? What makes those points time consuming or inconvenient? Problematic or challenging? Ineffective or compromises its quality?

- What are the client’s experiences doing business with us, and what aspects could be improved?

- How is the client doing? What would they like to be doing?

CH Green: Trust-Based Selling: Using customer focus and collaboration to build long-term relationships, 2006 - Amazon - trusted advisor website

  What is trust based selling? - pdf

LF Higgins: The Seven Steps in the Marketing Process

1. **Understand** the market wants/needs of interest
2. Based on relative size and needs of the market, **select** certain segments of the market that are of the most interest to you and your organization
3. Thoroughly **describe** these segments based on their individual needs
4. **Create** a product or service that will meet the specific needs identified
5. **Communicate** the concept of the product or service to the targeted customer in a way that makes sense to the customer
6. **Deliver** the product or service to the targeted customer in a way that will be convenient to the customer
7. **Solicit** feedback from the customer about how your product or service could be improved to meet the customers’ needs even better

For example of small animal clinic marketing plan, see Hillside Veterinary Clinic Marketing Plan - [pdf](#) - and textbook-associated coach [website](#).

Bill Coplin “10 Things Employers Want You to Learn in College” - [Amazon](#):

“You probably think selling is about selling jeans at the GAP or about cold calling to peddle charities, family portraits, or new phone companies. . . . Get rid of negative thoughts about sales before you enter the workforce because those who make it to the top of every field are always good at selling themselves, their products, and their ideas. Sales skills are important to your future for the following reasons:

- Selling is a very good training ground for all other professions because it involves **synthesizing information and persuading people**.
- Regardless of which career you pursue, you will ultimately be a salesperson if you are successful. The most successful lawyers are those who bring in new clients. . . . And, if you want to make the world better, you will be selling “change” to others.” (Coplin, pg 63-4, 2003)

**SG Blank**: The Four Steps to the Epiphany: Successful strategies for products that win - [Amazon](#)

- How well do we understand what problems customers have?
- How well do they understand their problems?
- Are they searching for solutions to their problems?
- How much will they pay to solve those problems?
- Have they looked for or tried other solutions?
- Do our product features solve these problems?
- Do we understand our customers’ business?
- Do we understand the hierarchy of customer needs?
- Have we found visionary customers, ones who will buy our product early?
- Is our product a must-have for these customers?
- Do we understand the sales road map well enough to consistently sell the product?
- Do we understand what we need to be profitable?
- Are the sales and business plans realistic, scalable, and achievable?
- What do we do if our model turns out to be wrong?
- Are we providing a new product to an existing market as a niche entrant or a low-cost entrant or are we providing a new product to a new market?

**N Rackham**: SPIN Selling, 1988- [Amazon](#)

- Situation questions
J Konrath: **SNAP Selling**: Speed up sales and win more business with today’s frazzled customers - [website](#)

**SNAP Factors and Rules:**

- **Keep it Simple**: When you make things easy and clear for your customers, they’ll change from the status quo. Your ability to eliminate complexity and effort from your prospect’s decision-making process increases your chances for sales success. How simple is it? Will it take lots of time and effort? Is it difficult to decipher, decide upon, or implement?

- **Be iNvaluable**: In a world of copycat products and services, the value you personally bring to the relationship becomes essential; are you a person they can’t live without. Do you / your company provide value? Do you understand their business directions and challenges? Share values and visions? Know the business, industry, and market trends?

- **Always Aligned**: You must stay relevant to your client and in synch with their objectives, issues, and needs at all times; they don’t have time for anything else. Is this aligned with what we’re trying to accomplish?

- **Raise Priority**: With an ever changing business environment, you can’t afford to have your prospect deem your services non-urgent. How big a priority is it? What’s the urgency?

Drucker and Collins *The Five Most Important Questions You Will Ever Ask About Your Organization* - [Amazon](#)

- Question 1: What is our Mission?
- Question 2: Who is our Customer?
- Question 3: **What does the Customer Value?**
- Question 4: What are our Results?
- Question 5: What is our Plan?

Swaim, RW *The Strategic Drucker*: Growth strategies and marketing insights from the works of Peter Drucker* - [Amazon](#)

“Management has to ask which of the customer’s wants are not adequately satisfied by the products and services offered him today. The ability to ask this question and answer it correctly usually makes the difference between a growth company and one that depends on the rising tide of the economy or of the industry. But whoever contents himself to rise with the tide will also fall with it.” (pg 2)

**The purpose of business is to create a customer** (pg 13)

**The purpose of marketing is to make selling unnecessary.**

Assumptions about the market and key questions:

- What do we assume about the market?
- Is the market still what we think it is?
- Who is our customer?
- **Non-customers**: Why don’t they buy from us? What are they willing to pay for? What is value to them?

“... When was the last time you talked to your non-customers to find out why they were not buying from you? What did you learn?” (pg 16)
Assumptions about core competencies and key questions:

○ What are we good at?
○ What are the abilities and knowledge we depend on in order to conquer and maintain our leadership in the market?
○ What are the things we know how to do better than our competitors and with less effort?
○ In what areas are we really excellent, and in what areas would we have to be?

“What innovations will change the customer’s wants, create new ones, extinguish old ones, create new ways of satisfying his wants, change his concepts of value, or make it possible to give him greater value satisfaction?” (pg 19)

“. . . lead customers are reliably accurate in assessing the potential for Sustaining Technologies but are reliably inaccurate for assessing the potential for Disruptive Technologies. . . They are the wrong people to ask.” (pg 105)

The organizations likely to suffer the most are those with the delusion that tomorrow will be like yesterday (pg 185)

A decision to do nothing is still a decision (pg 237)

Barnes C et al. (2009). Creating and Delivering Your Value Proposition: Managing customer experience for profit - Amazon

The value proposition: (wiki wiki2)

● Market: Understanding the specific group of customers you want to target
● Value Experience: Defining and understanding precisely what it is that your customers value
● Offerings: Mapping, defining, categorizing, and managing the life-cycle of your offerings around value
● Benefits: Taking the external and internal views of your value experience and prioritizing them including the cost component (cost and customer risk)
● Alternatives and Differentiation: What the alternatives are to using your organization and how and why you are different (and better) than those alternatives
● Proof: Benefits realization techniques, evidence of your ability to deliver the customers’ desired value experience

Larry Winget, The Pitbull of Personal Development, on Selling - YouTube

Tom Peters (2005). The “PSF” is Everything! - pdf

● PSFs depend on one and only one thing: Superb Client Relationships
● The PSF bedrock consists of one and only one thing: Superior, Animated, Creative TALENT . . . dedicated to . . . EXCELLENCE.

Mandeltort M - Technomic.com - zoominfo

● slideshare
● blog

“Current behavior is a better indicator of future behavior than verbal promises of future behavior” (pgs 46-54 in Inquiring Mind, Meatingplace 9/13 pdf)
Fundamental principles - RATER
- Reliable - delivering on promises dependably and accurately, not over promising
- Assuring - courteously conveying trust, competence, and confidence with a smile
- Tangibles - appearance, physical facilities, and equipment
- Empathetic - providing caring individual attention, recognizing clients emotional state and responding accordingly
- Responsive - willingness to help promptly and delivering in a timely fashion

How to’s - honesty, asking questions, listening, doing the right thing, thanking

Retail Customer Experience
- What is 'knock your socks off customer service'? - 12/16/11
- Ken Blanchard on giving 'legendary service' - 6/10/14
- How to use neuroscience to create great customer experiences - 7/16/14

Study guide pdf

Producer-side Market Research Information:

- Identifying Management Priorities in the Commercial Cow-Calf Business (Tom Field, 2006) - pdf

Market Value Chain to Final Consumer
- NCBA Market Research
  - Why don’t consumers eat more beef? - pdf
- Center for Food Integrity
  - 2012 Food Integrity Summit Presentations
    - Consumer Priorities that Matter the Most (D Hughes) - pdf
    - Consumer Trust in Today’s Food - the 2012 CFI Consumer Trust Survey Report (C Arnot) - pdf

References:
- Agricultural Veterinarian Business Information Resources
- Agricultural Veterinarian Business Book List - pdf
- Alltop Branding Consulting Leadership Marketing Sales Small Business
- Bettger, Frank (1992). How I Raised Myself from Failure to Success in Selling - Amazon
- Coplin, Bill (2003). 10 Things Employers Want You to Learn in College - Amazon
  - Skills for Any Professional Career - pdf - html
- Green, Charles H (2005). Trust-Based Selling: Using customer focus and collaboration to build long-term relationships - website - Amazon
  - Charles Green articles:
    - Top 8 Facts About Trust and How to Become More Trustworthy - html
    - Three Strategies for Creating Customer Trust - html
    - The Trust Equation: A Primer - html
    - Applying trust principles to the sales process - pdf
    - The Trust Creation Process: Crafting the Conversation - pdf
- Higgins, LF. Principles of marketing: An applied, collaborative learning approach (on-line text)
- Jantsch, John (2011), Duct Tape Marketing revised and updated: The world’s most practical small business marketing guide - book website - blog - Amazon
- **Management Consulting News**
  - library - archives
- **Pink, Daniel** (2012). *To Sell is Human: The surprising truth about moving others* - Amazon
  - Wharton interview
- **Pratt, Dave** *Ranching for Profit*
  - Do I Have A Deal for You: A crash course in SALES! - Ranching for Profit Newsletter #100 Winter 2010 pdf
- **Small Business Administration (SBA)**
  - Marketing 101
  - Marketing 201
- **Swaim, Robert** (2010). *The Strategic Drucker: Growth strategies and marketing insights from the works of Peter Drucker* - Amazon
- **Ziglar, Zig** (1984). *Zig Ziglar’s Secrets of Closing the Sale* - Amazon
  - wiki

Other potential resources:
- AllTop blog collections:
  - Branding - http://branding.alltop.com/
  - Customer service - http://customer-service.alltop.com/
  - Marketing - http://marketing.alltop.com/
  - Sales - http://sales.alltop.com/
- blogs:
  - Owner’s manual (Jeff Haden)
- from BNET *“Top 5 Reasons an MBA is a Bad Investment”*
  - “Linda Richardson, the founder of Philadelphia-based Richardson, one of the largest sales training firms in the United States, also teaches how-to sales courses at the Wharton School of the University of Pennsylvania.”
  - Perfect Selling - Amazon
    - www.richardson.com/Resource-Center/Perfect-Selling-Tools/ perfectseller Richardson
    - Connect / Explore / Leverage / Resolve / Act
  - Stop Telling, Start Selling: How to Use Customer-Focused Dialogue to Close Sales, 2nd ed 1998 - Amazon
  - Questions that Sell - Amazon
- **Dave Stein** - http://davesteinsblog.esresearch.com/
- **Alex Brown** - U Delaware I
  - intro to marketing
  - internet marketing text - TOC
- **VSmart** - client survey tool
- **VSmart** - client survey tool

VSmart - client survey tool
- wiki:
  - business model
  - business process
  - customer value proposition
  - market research
  - professional services
  - services marketing