



Institute of Success
and Goal Achievement



**Institute of Success and Goal Achievement
Interview with Pete Winiarski and Audrey Burton**

For more information about the Institute of Success and Goal Achievement, and the guest interviews that are broadcast each week, please visit www.i-saga.net. There are frequent updates to the calendar and to the blog, so you'll want to come often and post your own comments. Also, you can subscribe to the free newsletter when you visit www.i-saga.net/newsletter.php for great insight each month that will help you accelerate your business, personal, or entrepreneurial goals.

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Pete: Hi everyone, this is Pete Winiarski and welcome once again to our weekly guest interview. You are on the Institute of Success and Goal Achievement at www.i-saga.net.

We do this each week and we're excited to have guests who can help us to accelerate what it is we're trying to do in our lives and our businesses whether we're individuals with personal goals, big companies with big strategies and goals associated or entrepreneurs.

It doesn't matter, we can all use a little bit of help and there are a lot of folks who are experts out there that can help us.

Today, we're lucky to have with us Audrey Burton. Audrey is an expert who works a lot with solopreneurs, women entrepreneurs and helps to get your businesses launched in the right direction. We're going to focus a little bit on how to get some of the overwhelm out of the whole business equation.

We're going to talk a little about marketing and business plans, but we're also going to talk more broadly about what do we have to do if we're in that position where we're trying to get our business rolling forward and sometimes we may have stalled or just don't know what to do?

Audrey is the one to help us. Audrey, are you here?

Audrey: I'm here. Thank you for that terrific introduction.



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Pete: You're welcome. It was on the fly, but I think it was accurate. Did I miss anything or misrepresent you?

Audrey: No, it's absolutely terrific, I liked it.

Pete: Perfect. Thankfully it's recorded, so we can always go back if you want to introduce yourself that way next time. Welcome. Are you calling in from the West Coast?

Audrey: Yes I am; I'm calling in from Los Angeles.

Pete: Yes, you're in the L.A. area that's terrific and like most of us we, at some point in our lives find ourselves traveling through L.A. I seem to have done that on and off throughout my career and of course I have a lot of friends in southern California. I almost feel like you're a neighbor, even though I'm on the opposite side of the US in Connecticut.

Audrey: The next time you're here we'll have to have lunch.

Pete: We'll keep that in mind, thank you for the offer I'm excited to do that.

One of the really cool benefits of doing these interviews on i-saga is that I have met such great, fun and interesting people like you. I consider all of you part of the community. I would love to get to know you more than we can in just an hour today, so thank you for the offer.

How about starting out Audrey from an interview standpoint, just to make sure we know a little bit about how you got to be who you are – I know you have your Tigress Coaching and I want you to tell us about that.

Where did that come from in the first place? How did your career and your life meander to where you are today?

Audrey: Like many small business owners, particularly women, I started my business when I was laid off. I thought what a perfect opportunity, I have some financial reserves with my severance pay, unemployment and different money I had available to me so I decided to go for it.



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I thought this is a once in a lifetime opportunity, I'm going to give it a shot.

I've always been in business. My whole life in one way or another I've always been in business. I have a degree in business.

When I as a child of probably 11 years old, I was the top seller of Girl Scout cookies and other things for my troop, so we could support our troop and I won a trip from Ohio to Washington D.C., so I've always had that drive.

In addition to the business side, I've always strived to be a resource for people and that's how business coaching was a perfect fit for me. I've always enjoyed giving talks; I speak around L.A. all the time. My topics are really focused on business development.

That serves my mission to be of service to as many business owners as I possibly can. I offer myself as a speaker around town, usually for no charge to local groups. I offer free advice and free articles on my website.

So I try to do as much as I can without it negatively impacting me financially, because those things will just lead to clients. It leads to me making money down the road; you give first and it comes back to you.

I have the free things I offer as much as I can. I offer my CD package which is a great guide with a workbook and everything which is pretty low priced. My coaching is actually less than my competition so that I can reach as many of the very small businesses as I possibly can.

Pete: That's interesting. Good for you for thinking about the small business owner, because a lot of the resources, if you just think of Fortune 500's, they seem to have lots of funds to spend on the variety of resources that are out there that the small local players simply don't.

Audrey: It's a different ball game for the small business owner. You need to take the same concept that the big businesses use, but change them to fit a small business, especially a micro business model. The average business owner just doesn't have the tools to be able to do that.



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To be able to look at wow, they spent \$2.5 million dollars on an advertising campaign last year, how can I advertise? Then they take all the money they have and spend it on one shot at advertising one time in one publication, nothing comes out of it and they don't know why.

Pete: It's like the Super Bowl ad.

Audrey: Right. If your target market isn't watching the Super Bowl, then you're going to waste that \$1.5 million dollars on that 20 second spot and you're going to have nothing.

It's my role to help that small business owner figure out if they are going to use advertising as one of their marketing strategies, how do you do it in a way that is actually going to get you clients and not break the bank?

Pete: It is a series of value decisions, isn't it? Every incremental dollar that you spend on your advertising and marketing activities needs to yield a multiplier of what you put in, in order for it to be worth it isn't it?

Audrey: It really is and it's almost impossible to know in advance. Some business owners just blow money and other business owners never spend any money out of fear. They could both end up with no new customers in the end.

They need a guide. They need to really be able to figure out what's my best possible shot without being able to hire a marketing research expert for \$15,000?

Pete: Right, again because they're small players and they just don't have the budget for that.

Audrey: That might be their whole marketing budget for two years.

Pete: Audrey, I'm curious. You started the business opportunistically, because suddenly you found yourself without a job and you had some savings or at least income in the bank from a severance perspective.



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Were you thinking about it for a while? Is this something that aligns with your passion and the timing was just suddenly right or were there other things that went on that led up to this?

Audrey: That's excellent that you asked that, because I was just thinking, I didn't mention about how I picked coaching and then you asked this question.

The thing is I really didn't know that much about coaching. I thought initially that I wanted to be a life coach, when I discovered that this career existed.

When I read the first description of what a life coach – a personal coach is – when I read that description, I thought oh my God, that is a description of who I am, not just what I want to be and how I want to make money, but that's who I am. I am a resource to people.

I want to help people. I want to make money helping people, but at the same time make sure they have value out of it that exceeds what they've invested in it.

Everything I read about it – I didn't sleep for three nights when I realized that this profession existed and that I had this opportunity to take advantage, so that's how I got started, how in the very beginning I picked coaching and I think I've always been a coach.

I've always been the one, when I had a cubicle in a corporate office that someone was always coming by asking my advice, so it was a perfect fit.

Pete: That was a perfect fit just from a natural standpoint.

Audrey: Yes. I think I had always been doing this and this was the opportunity I had to now make it a concerted effort.

Pete: That's terrific. Thanks for sharing your background.

Audrey, one of the questions I ask every guest – the theme of the Institute of Success and Goal Achievement is helping people to achieve whatever it is they're trying to do.



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The definition of success is a very personal one. I want the listeners to not only develop their own definition so that they can strive towards that and achieve the goals that they set that would align with whatever their definition of success is, but also to learn from what our guest's definitions are.

I have yet to find two that are exactly the same. I'm curious, what is Audrey Burton's definition of success?

Audrey: For me, it ultimately means being happy. I've always been in business, but I've done a lot of different, what would be categorized as careers, throughout my life.

Actually, today is my birthday I'm turning 46 today.

Pete: Happy Birthday.

Audrey: Thank you. As I look back on my life I see that I've worked in IT on the software side. I've done bookkeeping work. I've worked as a restaurant manager. I've done analysis at Nestle – the chocolate company – in several different ways and now I'm a business coach.

Although it's all been in business, a lot of the work I've done has had variety in it it's been different. That's one of the things that makes me happy is having a challenge, not knowing exactly what I'm going to be doing five years from now and I absolutely have to learn every day.

I don't know what it is, I don't care what it is, but I have to learn something every single day. Often it's related to my work because I'm hungry for this business knowledge so I can share it with my clients.

Overall, when you're looking at the whole picture not just what your job is, the being happy thing is 'it' for me. Having a happy family and enjoying my work, not just making money, but enjoying my work and contributing to society.

Being able to make enough money to use that money to make me happy, to travel, help out my mom and save for my retirement those things make me happy.



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If I had no money, I don't think I would be happy, so I don't think that someone who's destitute can really be thrilled with their life and do all the things they want to do, but I also believe that money is just a tool.

Although we need to find a way to do that, I think the more important thing is to find a way to do that which makes you happy, something that pleases you.

It's the rare person that says when they're six years old mommy, I'm going to become a doctor, they become a doctor doing the exact same thing their entire life, it thrills them to death and they're very happy.

Those people I envy.

I have a friend who's a nurse, she's done different things in nursing, we graduated college together; she's worked at the same hospital for 20 something years and she loves it. She loves her work and I envy that.

Pete: If you can find that then good for you.

Audrey: Most people will make career changes throughout their lives and that needs to be something that's anticipated and cherished as an exciting and fun transition from this one to that one to this one, rather than staying content and making no changes.

I think there are a lot of people who need to make some changes and they would be happier.

Success for me, just to tie it all up in a big red bow, is being happy. Whatever makes me happy, if I feel like in general I feel good, happy and healthy then I'm successful.

Pete: I can almost picture a mind map or top of the paper, the big circle that says being happy, with all of these branches coming off as you've just described and that represents success for you.

Audrey: A lot of people would benefit from doing an exercise like that I would think.



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Pete: Proactively and then they could see what's not working for them and make some conscious choices about what to fix.

Audrey: Very good.

Pete: There's a little coaching framework we just created. Obviously, you said it was opportunistic when you had the opportunity to start Tigress Coaching, but were there other main changes in your life, key decisions you made that really launched you forward?

Audrey: There was one, although it sounds like it's not a positive happy experience, it's all about what you do with what happens to you so the outcome is actually positive.

A few months after I started my business, like I mentioned, I had my financial reserves everything was fine and I had it all planned out. I joined the coaching school, Coach U, which costs a big chunk of money, but it was an investment that was worthwhile; education is always worthwhile.

A few months into it, my now – how do I phrase this – my now deceased ex-husband lost his job for the second time in a short period of time. He got laid off again.

The child support then was gone, because if he has no income there's no child support, which he was always excellent at paying. He was very considerate that way, but if there's no income there's no income and that's not his fault.

However, that puts me in a sticky predicament in how am I going to support my family now if I don't have this big chunk of income? My financial reserves are going to evaporate in about a month and a half.

I had to make that big decision – do I keep going with this knowing I'm going to have to now support the start-up of my business with debt or do I take the easy road, remembering that I've got two fairly young children at that point.

I think they were about five and seven years old, what am I supposed to do? How can I make this decision and there's no one you can go to,



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to help you make that decision. You have to just tough it out, figure it out, go with your gut, your logic and obviously I stayed in it because here I am.

I just knew with every cell in my body I knew it was the right thing to stay with this business. I knew it was the perfect fit for me, it was the perfect timing and I had to try it. I wouldn't want to look back 20 years later and think wow; I wish I had stayed with that.

Pete: Good for you. I think a lot of folks – basically what happened is you lost an income stream. Some of us have multiple streams of income that bring us in and we may be very entrepreneurial but frankly, when you lose a job that's losing an income stream.

For a lot of people that may be their only income stream as opposed to one of many income streams, but certainly when that happens unexpectedly and it was a big chunk of what you relied on, it forces you to make some decisions or at least look at things a little bit differently.

I've been there. I find myself there periodically in fact.

Audrey: That's life.

Pete: Like you said, you've got to tough it out and say hey, am I going to be okay here? There's a certain amount of recognizing back to basics – in your case, being happy.

- What does success mean?
- What are your passions?
- What do you really love to do?
- What are you good at?
- Mixing it all together, how are you going to make money at this?

Then trusting the right things are going to fall into place for you and keep moving forward.

Audrey: That trust is a tough one for a lot of people there's a lot of fear out there.



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I figure if you have survived to be 35-40 years old, even if you have young children at home, if you have always been able to make things happen – particularly, by the way people, protect your credit.

When something happens it's nice to be able to write a credit check for a few hundred dollars to cover the rent while you're figuring it out, while you're getting a temp job or borrowing money from your parents whatever your back-up plan is.

I didn't have that parental back-up plan, but I always know I'm going to be fine. There's always a way that I'm going to be fine, even though I'm pretty much on my own. I know I'm always going to be able to make it work.

Pete: That leads in very well to the next question I'd like to ask. What are some of the core beliefs and values that guide you?

To articulate in my words what you just said is, I would say that you have a core belief that you know you will always be fine, because the evidence says so far in your life – and it's your birthday so good things happen for you today, but so far, everything has proven that you will always end up okay.

Audrey: Yes. Other business related core values that I have, business related, I have a very strong belief that women small business owners will be more and more of a driving force in our economy over time and it's very important that they know what they're doing.

I can't emphasize strongly enough, if you're going to go into business that's great, but figure out what you're supposed to be doing, do it as efficiently as you can and make as much as money as you possibly can to keep the business going.

Don't spend half your time volunteering at your kids' school if that means that your business is going to go down the tubes. You're not helping anyone out by allowing your business to atrophy that way.

Also, I'm a highly ethical business owner. I do my best to model ethical behavior in my community and especially to my daughters. I think over time modeling excellent behavior in any and all forms is the



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best way for me as a business coach – and I do have a pretty wide circle here. I wouldn't say I have a circle of influence necessarily, but somewhat.

So as I gain popularity, as I do gain influence over time, I think it's really important that I model that highly ethical behavior so that other people don't think, the only way I can make it is if I take cash under the table. I strongly advise people to never do that.

It will come back to bite you and it will bother you, it will stick in your mind all the time that you've done something unethical or illegal and it will hurt you over time.

Pete: Good for you for having that as part of who you are, because that's not necessarily true for everyone.

Audrey: No it isn't true of everyone. I wish it were. I think we'd all be paying less taxes if no one cheated, but I don't have control over other peoples' behavior, only my own and sometimes my children.

Pete: That's important. I want to underscore that if that's okay and what you just said is important that you recognize that you have control over yourself, but you don't necessarily have control over other people. Therefore, focus and do right in the parameters of what you do have control over.

Audrey: Absolutely beautiful that's it.

Pete: Well done. I'd like to shift if that's okay from your personal story and get into what you do. Are you ready to do that?

Audrey: I am ready.

Pete: You are so ready.

Audrey: I'm always ready.

Pete: Audrey, you deal a lot with overwhelm in people's businesses. I think from what I've seen and I've been there myself on a few occasions because I have several different businesses that many business



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owners feel overwhelm. In your experience, what are some of the things that you see as causing this overwhelm?

Audrey: I really have to say the main thing, the number one thing that causes people overwhelm who are my clients or who are not my clients, casual acquaintances I've made – overwhelmingly – no pun intended – the answer to that is poor planning.

If you do not have a laid out plan of, I'm going to do this, this and this, this year with the implication of, that means I'm not going to be doing all the other 5,000 things that might come up in my view – if you don't have that laid out you're going to feel overwhelm.

It's impossible if you don't have any kind of plan and I mean a written action plan. I don't mean a 20-page business plan that serves as a door stop and you never look at it again then five years later you say oh I think I did a plan once – I mean an up to date constantly utilized business action plan.

By saying for the rest of 2008 and into 2009 I'm going to do the following things. These are the marketing strategies I'm going to use, this is how much I'm going to spend on them, these are my deadlines and here are my action steps.

Let's say you're going to advertise in a local publication which a lot of people have success with. You need to figure out which publication, so the first action item is to look at all the local publications and figure out which one is the best for me.

Call the people who currently advertise in them and see what the results have been from advertising in these publications. Do whatever it is you need to do to feel comfortable. Maybe then you find out that it's not what you want to do, that is not the strategy that you should employ for your type of business.

If you don't have this all laid out this action plan, it almost always never gets done or you make the wrong decision so you kind of knee jerk and pick one. They called you on a weekday and you just said okay, I need to do something, so let's go for it and you just threw your money away.



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It's so much better to write it all down and lay it out; we're talking two pages.

Pete: There may be some research involved there too. If I were a new business owner and I wasn't sure exactly what to do in my plan, I had a basic idea then I would imagine that there is a draft one that I could write now without doing any research but then probably some holes.

What's the right market niche? Where do I advertise? I've got five different products or service offerings, but I really only have the capacity for two of them. How do I find which of those two? So I imagine there's a little bit of homework in that exercise. Is that true? How much is there?

Audrey: When you're a new business there is a lot of work that you have to do and the amount of work depends on your budget.

Pete: It's interesting that you brought up the budget again. New businesses are on a shoestring, trying to get profitable in maybe the first three to six months so they can actually start paying themselves as opposed to having the money all go out.

Along the lines of the planning, I didn't mean to necessarily steer us into the idea of a new business, but let's talk about a business plan as you mentioned that a minute ago and I know you do talk about that.

One of the questions that you have dangled out there to the world is gee; do you really need a business plan? I think your answer is yes. I'm interested to know why that's the case and back to the overwhelm question, how does that really help combat overwhelm?

I'd like to have you reflect on that, because I think you're a strong proponent of having a business plan.

Audrey: I believe you're right.

What happens with a business plan is you have laid out what you plan to do for a specific period of time. Let's say a year, because most business plans are for a calendar year, January through December.



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Let's say that in June someone comes to you with this fabulous opportunity and you get this anxious feeling like, I don't know. I don't know if I should do it, I don't know if this is the right thing.

You can look back at your business plan and consult with yourself, assuming you're a solopreneur. If you have a partner you'd obviously want to consult with your partner.

You look back through that plan and you think okay now are the items, action steps and strategies on my plan the ones that I still believe are going to be the best ones to help me reach my goals?

If the answer is still yes, it's very easy to go back to that salesperson and say I'm sorry not in 2008, it's not in my plan. That eliminates that feeling of oh my gosh I should try it, I don't know maybe I should spend the money, maybe I shouldn't.

You've already made all those decisions. If you feel you want to reconsider it, put a little note at the bottom that says next year consider advertising in The Daily News or whatever it is that the opportunity might have been.

Then you can look that up for next year, but this year you've already decided that these are the things I'm going to do this year and I'm going to stick to it.

If you don't have additional cash to spend on additional marketing strategies, it's pretty easy to say no, because that means you'd have to not do something else on your plan. It really relieves that overwhelm.

Another piece of it is that as you're creating that business plan, all those ideas that are constantly spinning around in your head you're now purging from your mind, putting it on paper and preserving those brilliant ideas. There is no shortage of brilliant ideas in small business owners.

By taking that out of your head and putting it on paper, virtual or otherwise, you've now relieved all that tension and stress out of your mind and you've opened up your head to be able to do more focusing on giving your services, marketing or just idea generation in general.



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That really helps you be able to breathe a little bit after you've purged, after you've organized it, after you've analyzed what's going to work best and you've already prioritized and put deadlines on things. It helps lower that tension so much that you're much clearer on how to provide the best possible service and maximize your profit.

Pete: That's very helpful I think, certainly for me and others. I actually have a couple businesses with business plans in various stages of completion. I will admit that.

Audrey: That's typical.

Pete: The idea of having some confidence and clarity about what you want to do first off and then how you're actually going to approach doing it. If there's a certain revenue target for example that you want to meet and you know if this is the service offering and this is the price then I have to sell so many to get that revenue target.

What goes behind that? What do I think will get me to those unit sales to get me the revenue sales numbers?

If you have confidence in a plan when you write it out, when should you review it again? For example, let's say that six months in you're not halfway there what's the exercise that you would suggest somebody do at that point?

Audrey: What I give every client as a task is to do a monthly strategy session with themselves and again, these are solopreneurs. If you are a partner you do it with your partner. If you're on a board you do it with the board.

Big companies do this automatically and they do it more often than once a month; but at least once a month clear away a quiet hour, pull out the business plan and go through it, every single month more often if you need to.

If you're a brand new business person you may want to look at that every Friday afternoon to plan what you're going to do for the next week, because you've got so much marketing going on all the time when you're in start-up mode.



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Even after you've been in business for a while, you should sit down once a month, go through it and have a strategy session.

- Is my vision statement still true?
- Do I still get inspired by reading those three or four sentences?
- These marketing strategies that I planned to employ at the beginning of the year or the end of the prior year, are these working?

Do a return on investment analysis. I have been doing networking at the 1-2-3 Networking Group. Let's say it's a leads group you have go every single week, every Tuesday at 7:00 o'clock in the morning and you pay hundreds of dollars every month for this.

When you've been in there for eight months or so you should evaluate maybe even sooner am I getting any clients from this? Am I making any money from this?

If the answer is no, but I'm having a lot of fun and making a lot of friends, then you need to ask yourself, is that the purpose of me being in business? If you really don't care if it's more of a hobby for you, then knock yourself out have a good time and do what you want.

However, if you're in this to make money then in the beginning when the cash flow is the most important focus – which it should be in the beginning if you're looking at becoming profitable – you need to do that return on investment analysis and look at how you're spending your money and what's bringing you results.

Pete: Very good that's helpful.

In part of your answer you talked about a marketing plan as an example, in what you just answered about the business plan review, the monthly review or weekly review if you happen to be a new business.



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Let's talk about the marketing plan a little bit. I know you have some thoughts on target markets, is it important to have a narrowly defined target market?

Audrey: It is the most important thing to determine before you do any marketing, before you create a logo, before you create a website, before you start networking, before you do anything to do with marketing – particularly if you're going to spend big money like creating a website or advertising in a major publication – you have got to determine one narrow target market.

We could talk for a whole hour just on target marketing that's how important it is, but I'll do a little analogy that I like to do for people, it's pretty short.

Imagine that you're entire marketing budget is in a quiver of arrows and every time you shoot off one of those arrows into the marketplace, it costs you time and money. You can all day long shoot these arrows out into the marketplace hoping that you're going to hit something.

On occasion, you will. You will occasionally, randomly pick up a client that way, just by generally sending out your marketing message to everyone.

However; you won't be able to replicate it. You'll spend the rest of your career, as long as you own this business randomly sending your marketing out into the marketplace hoping that someone will get the message and hire you.

That's not a very well organized way to run a business and you're never going to make the potential money that you could if you narrow it down.

Now imagine now that you're aiming at a target. You've got your target market defined and you're aiming at that target every time you shoot off one of those arrows. You're going to get to know that target pretty darn well.

In fact, you're probably going to be able to hit that target with a blindfold on after awhile and you're going to nail it. You're going to get



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a lot more bang for your buck every time you spend that time and money shooting one of those arrows into the marketplace. You're going to have a much higher chance of getting a return, because you've aimed it at a specific target.

You get to know them and they get to know you. You build a reputation. People in the community start to see that Julie likes to work with nurses. Every time I meet a nurse who needs an organizer, or whatever Julie does, I'm going to make sure and refer her to Julie.

Whereas, if Julie gets up in front of her networking group and says well I organize houses, offices and garages, so if you know anyone whose disorganized have them call me. It's difficult for people to send you referrals based on a statement like that; yet that's what I hear every day over and over.

If you say I'm looking specifically for solo business owners who need their offices organized, but they can't afford a full-time person – wait, I know someone that's the reaction it could get.

Pete: That's a very powerful statement for me. If people know very clearly what it is that you do they can refer you. If your market is clearly defined and your target market is narrow enough that someone else can articulate very clearly what you do then I would imagine the referrals will start rolling in.

Audrey: You're absolutely right about that. There needs to be a nice marriage between the niche and the target.

The niche is about the business owner. What is your area of expertise? What is it that you particularly enjoy doing that you get the greatest return from for your clients that you really want to emphasize? It doesn't have to be the only thing you do, but if you can put that niche, your expertise together with a very clear target market, now you're talking.

People can go I know exactly what you're talking about and I know somebody who needs that. Whereas, if you get up there and say hello I sell skin care and I'm looking for anyone who has skin, how can I send you a referral for that?



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Go to the white pages, start with 'AAA' and work your way through they all have skin, what do you need me for? It's difficult, but on the other hand, if you say I particularly love working with and have great results working with teens between the ages of 15-18 who have terrible acne, now you're talking.

There are plenty of them out there who are looking for solutions that are maybe more natural or maybe they don't want to take the systemic drugs, maybe their parents don't want to and they're looking for a solution.

There are people out there looking for you, but if you don't tell them exactly what you can do for them and you don't identify who they are, it's going to be hard for people to see themselves in your advertising, marketing and it's going to be equally difficult for people to refer business to you if a picture doesn't pop up in their head when you start talking.

Pete: What about networking? Networking is a big part of what a business should do and I think it completely fits in with what we're talking about. People need to know what your target market is. They need to know your niche and what you're all about.

What would you suggest from a networking standpoint in terms of getting your name and service known out there to the world?

Audrey: I think what's important is that you figure out what your target market is, even if you're just guessing because you're brand spanking, you have no history to base it on and you're not sure just get out there and try something.

Trying a target market is better than no target market. You'll find out quickly whether or not it will work and you can make adjustments. If you have no target market then you don't really know what's going on.

Networking is more challenging than people realize until they get into it. Giving your 30 second intro, a 'round robin' as some people call it has many difficulties associated with it. Some people are just shy and they don't like to talk in front of groups.



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I think if that's your issue you need to focus very well on your words, on exactly what you're saying and how you're saying it. If you're nervous people will sense that. If they sense that you're nervous and yet you still have a powerful message then they'll hear it.

If you're not nervous at all then the focus needs to be on the emotion. How are you making people feel in that audience and how can you maximize that? It's kind of like an actor saying what's my motivation?

Before you stand up there in front of the group, you need to put yourself in that place where you have an intention you know what you're doing, you know why you're doing it and you're trying to get an emotional reaction.

In fact, all of your marketing should be designed to get an emotional reaction from your target market either a holy cow that should never happen to me or wow, she really gets me or holy cow I really have to have that. It needs to have some kind of pull.

What's scary for people in networking and all different marketing strategies they employ is that they're afraid to turn their back on everyone else.

By focusing clearly on one group you at least will start getting clients right then and there from that specific target market and then those people will refer more business to you. It will branch out like that they'll refer their sister and their husband and whoever else.

Initially, especially in networking, you need to build your brand. A lot of marketing people talk about building your brand and a lot of that has to do with building your reputation.

Your brand is your reputation, it's your image combined with what people are saying about you, combined with what your marketing message is. The more people who have a good feeling and understand that combination of things, the more business you'll get.

Pete: That's also very important. Thank you for bringing that in.



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With all of this that we've been talking about so far Audrey, I'm thinking that listeners on the call here might be saying to themselves wow, I'm a new business owner and it seems like a lot to stay focused on. What do you recommend a business owner, especially a new business owner do to keep the focus?

Audrey: The one thing that new small business owners do focus on that's important initially but needs to take a back seat after awhile is becoming the most expert at whatever it is they're doing.

I met a woman yesterday who designs custom purses with exotic materials.

Do you have an inventory?

Yes I do.

Okay then, stop making purses. Now you need to focus on how you get customers and that's where the small business owner needs to focus. It's uncomfortable. It's unclear. Its brand spanking new and you're going to make mistakes.

You're going to spend money on things that will reap you no benefits, just accept that as part of the journey. A good way to get yourself as educated as possible is to start with reading free stuff on the Internet. There are hundreds of thousands of free articles on the Internet.

I've written about 60 that are posted all over the Internet on business topics, so if you want to learn about target marketing, type in target marketing and just start reading about it.

If somebody offers a free teleclass on it, take the free teleclass. You'll have to pay for the long distance charges, but you can afford three bucks or whatever to take a class.

Get as much free information as you can. Go to my website and read all my free articles that's why they're there, so that people can get up to speed enough to realize whether they should even stay in business before they spend a bunch of money.



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If the answer is yes I should, what do I do next? They'll now have the answer to that question I need to hire a coach. I need to check out the networking organizations in my neighborhood to learn about my community and my business community.

If you don't have any basis for that it's going to be hard. I really believe getting out there and reading all the free material you possibly can, buy a couple of books and read about how to start a wedding planning business. Read what other people have to say about it.

Join a wedding planning networking group with other wedding planners and listen to what they have to say. If you get to that point where okay now I've gathered all this information and I'm not sure what exactly I need to do with it that's when you need help from a coach, mentor or something along those lines.

Pete: So it's really about learning about what other systems are out there that have worked and not recreating the wheel.

Audrey: Why would you re-invent the wheel?

Pete: Very good. Are you having fun?

Audrey: Yes, I love this. Thank you.

Pete: I can hear it in your voice. If it's okay let's go to a couple of scenarios. Are you ready to do that?

Audrey: I'm ready.

Pete: I won't give you a lot of information, I'll just give you a little bit, tee it up and really for each of these scenarios based on what info I give you, what advice might you give this person?

The first scenario is let's say you have a business owner who has been in business successfully for about 10 years, but the business is not growing and that's all I'm really setting you up to know. What do you think is important for them?



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Audrey: The first thing I would do is examine their history very closely, particularly in the last few years. What have you been doing? What marketing have you been doing and what are the results from the different types of marketing?

Let's say the person has been employing four different marketing strategies on a regular basis. Let's do a return on investment analysis with all of those and see which ones make the most money and put more resources behind those.

In addition, it might not be a bad idea to look around at your competition and see what they're doing. If you haven't changed what you've been doing in 10 years, everything is floating along fine you're making the same \$110,000 you did last year and the year before, that's not going to necessarily be acceptable over the long haul.

You do want your business to grow most of the time. Is there a way you can introduce more to the same customers you already have, like up-selling? When you go into a restaurant and say I want a gin and tonic, they say do you want Tanqueray?

You're going to say yes most of the time instead of the house brand. They just made an additional .75¢ profit without having to get any new customers or introduce any new products. How can you up-sell the current customer base that you have?

Are there new products or services you can offer them without it costing you a whole bunch of money?

Pete: Would you like fries with that?

Audrey: That's right do you want to super size? Leverage what you already have. If you already have a service that you offer to one group of people, can you re-tool it slightly to offer it to an additional target market?

I am not a proponent of people having more than one target market until the first target market is an engine and it's just running along all by itself. Everything is now automated, you know exactly what to do – $A + B = C$ – you know exactly how to make that \$110,000 a year.



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Now is the time to introduce an additional target market. Re-tool what you already know now that you've got nurses nailed down, how can you take that same approach and apply it to teachers, which aren't that far removed from nurses?

It's just a different language; different work schedule, different goals but they can use the same service, so you're expanding without having to create an additional business.

Pete: I love that advice you just gave on the timing of when it's okay to move from your primary target market to a secondary target market. The idea of once that first one is automated and working like an engine and it's doing what it needs to do that's good advice and I thank you for that.

Audrey: You're welcome.

Pete: Are you ready for the second scenario?

Audrey: I'm ready.

Pete: Let's say again that you have a business owner who has just started a network marketing business and they're really excited, but not sure how to get started as it seems like everyone they meet is a potential customer or distributor. What do you say to them?

Audrey: The first thing to do is go to your up line. Someone has obviously recruited you into this business, so go to them and say okay, now tell me what to do.

They should be telling you what to do, not asking you what do you think of this? They should be saying here's what I did that worked try this and this, come back to me next week and we'll talk about it again.

Pete: Get coaching from the person who recruited you in.

Audrey: Yes, but it's more mentoring than coaching, because you want to copy exactly what they did to get the exact same result. I can coach any kind of business, even if I don't know their product that well and I haven't got any history on how their industry has been doing.



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I can coach them, but I can't mentor them because I haven't done their job before. They have a unique opportunity in a network marketing business where their up line has already made some success and should be able to lay it out for them like a map.

Go here, then go here, then turn left and try this. It's going to cost you about this much money and take about this much time, go for it. Then talk to them weekly to see how you're doing. Realistically, your up line doesn't always know what they're doing.

So something like Send Out Cards, which has been a very popular network marketing company and a lot of people have made very good money on it – but whenever it grows quickly like that one has, your up line, supervisor or mentor may not know much more than you do about how to grow this business.

If, because you're coming into it six months later than they did you're not able to do just exactly what they did, you're kind of on your own because they don't have any other perspective.

In that situation you need to do just what I mentioned before. Go out there and read everything you can on the Internet for free. Look for how can you build multi-level marketing business books or eBooks.

Ebooks are very hot right now, because someone can write an eBook, it's extremely current and it's published tomorrow whereas, if you write a hard cover book, by the time it's published some of the information in there is already dated if you're talking about something as cutting edge as some of the network marketing businesses are.

Pete: It's interesting that you use the Send Out Card example, because that's the business that we're actually growing. My wife has a very successful Send Out Cards business and it's interesting the up line comments you made, because the person in our direct up line I think is a very successful marketer, but is not very available.

Audrey: That happens too.



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Pete: We happen to know a lot of other people thankfully and from a mastermind standpoint we do share a lot of what works and what doesn't work with people, not just in Send Out Cards but in other network marketing industries.

To your point of getting the mentoring and saying all right, tell me what to do, give me my weekly to-do list, I'll commit to go do it and I commit to come back and tell you my results so I can get feedback. I do see that model working very well.

Audrey: Great-excellent and congratulations, because there's a lot of potential in that business and in many other multi-level businesses.

Pete: There is and it's viable. There are a lot of listeners who are in network marketing as part of the i-saga community and who I was five years ago I would've never considered a network marketing opportunity. Now I realize holy cow this is one of those greatest things since sliced bread potentials.

Audrey: You illustrate another good point and that is something that I believe in that a lot of big business owners don't understand and that is that I really firmly believe that you cannot do a business plan for five years out. You don't know what's going to happen in five years.

It's impossible, people are going to get married, people are going to die and the business climate is going to change. Look at the real estate market in certain areas of the country, it's completely in the toilet and in some areas it isn't. You can't know when those kinds of things are going to happen.

You can prepare for five years down the road. What I mean by that is become as educated as you can and have a backup plan if whatever it is you're doing you can't do anymore.

So if tomorrow the federal government said coaching is no longer legal unless you jump through these 25,000 hoops, if I had to stop coaching tomorrow, I could have a job by the end of the week. I have a backup plan always in place, so I'm prepared for anything that might happen.



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I have car insurance. I have health insurance that's why we have that, to be prepared in case something happens.

That ex-husband of mine that lost his job got another job, had to move back east away from the children then lost that job and he eventually got another job and six weeks later he had a massive heart attack and died.

Pete: Oh my goodness.

Audrey: I would never have guessed in a million years that I would be doing what I'm doing before that happened. I would be living in the place I'm living, have the situation be the way it is – I never would have guessed he would pass away; he was 50 years old.

Stuff happens, so make sure you're not only planning for what your action steps are in the near future, but you're also prepared for what if something happens.

- What if you get hurt at work? You need to make sure that things are taken care of.
- Do you have a will?
- Do you have life insurance on your business partner?

Those are all things you need to be prepared for the just in case without making yourself crazy.

Pete: Those are good advice points. I want to just share what came up for me when you were describing the idea of having a one-year business plan, not a five-year business plan.

For me, the idea of having a vision of what you want your life to look like three or five years out – when I work with corporate clients, we talk about the five-year vision or where do you want to take your business - these are bigger than solopreneur and entrepreneurs – five years from now and then re-visit that every year.



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So it's like, at this point and time, I would predict that this is what my five-year plan would be with detail around the one-year then 12 months from now do the exercise again.

Audrey: Absolutely. For a corporation there's no reason to believe that any emergency that happens would devastate them or make a major change. I worked for Nestle for nearly 10 years and everyone is replaceable.

Even if something devastating happens to one division the corporation will still keep going, so they need to have a five-year plan and a ten year outlook. They need that long-term plan. In fact, they look at that in detail every year and write that down.

For a solopreneur, if something happens to you or your one industry or one target market everything is off, so you need to have that detail.

However, I do agree with you on the vision. You need to have a clear idea in your head of what it's going to be like or what it's going to look like, in the big picture and long term.

Not the detail of exactly how you're going to get there in five years, that's what a plan is it's the detail of I'm going to do this and I'm going to hire these many people exactly on these years on these months – that's just unrealistic.

If you have that vision of I'm going to have a staff of two people. I'm going to be bringing in about this much money. I'm going to be providing services that make me feel good, make me look and feel like this, my customers are going to be like that – I have this vision of what it's going to be like.

Write that down. I firmly believe in that. I believe in a short-term vision and a long-term vision for everyone, but I don't believe in laying out every detail for five years for a solopreneur it's so much work and it's rarely going to happen that way.

Pete: I think it's a vulnerability. Like you said the corporations are a lot less vulnerable than a small business and certainly the solopreneurs and entrepreneurs who are the most vulnerable.



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Audrey: We know that and that's part of the excitement.

Pete: It is part of the excitement, isn't it? I think we have time for one more scenario and then we can probably wrap up after that.

Here's a business owner who is hitting their desired revenue goals, but not their profit goals. What do you say to them?

Audrey: I would believe on the surface that this is a matter of efficiency that they're just not efficient.

If they're saying I want to sell 100,000 widgets this year, they do and that was their goal, but they're barely making any money and barely profiting then there has to be something wrong in the works. I would go through with them and analysis of their expenses, particularly their marketing expenses, but also overhead.

There are a lot of people, I have a client right now who was working in two different offices and it was costing her money to rent space in both offices when she realized if she just got rid of one of those offices her profit would go up a lot.

Most of those clients would still come see her in her main office, because they weren't that far apart and overhead can sometimes be a contributor.

I think I would guide them to learn how to make logical decisions. One element that creeps in that will eat up your profit is if you make emotional decisions.

Business is business and women in particular need to learn how to be business people. If they have to model the male model of how business has always taken place then that's what they need to do.

They need to be a little tougher. They need to tell their sister no, they can't hire her husband for twice as much money as they would pay someone else, because it's going to destroy the business; but that emotion creeps in.



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I had someone actually say to me once – and it floored me – of course it was a woman, because we do have that emotional thing. She said to me, I don't really want to cancel my Yellow Pages ad, what's that salesperson going to do we have a relationship now?

They were getting no business from this Yellow Pages ad and spending thousands of dollars a year on it, but they didn't want to cancel it because they didn't want to hurt the feelings of the salesperson.

Pete: That's a good example, because I'm sure that happens not so dramatically as Yellow Pages in the example you just gave, but also a lot more subtly.

Audrey: There are a lot of ways you can cut expenses and then up selling and the standard stuff that we've already talked about; but being more logical or more linear to protect that profit. You need to be able to make a profit or you're not going to be able to be in business.

Pete: Very good. If there was one thing that a business owner should do right now to catapult themselves to the next level, what would it be?

Audrey: I would say to spend some time and effort learning about how your service or product really benefits your target market.

You've got this target market, okay great. I've got a business plan. I've got a target market and Audrey says those are the two main things, great.

The next step is to look at how what you offer benefits that target market. List out all the features.

It comes in this color, it's this price, I do it in this location, I have this much training – all this stuff. It's the laundry list all about you, all about your product and industry. I've been in business for 18 years, whatever.

Then go back down that list and say okay, why does my target market care about any of those things?



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When a new client comes sniffing around and looking for someone to do this service for them – let's say it's a real estate agent. They're going to be comparing you to others, but they don't care about you as a person.

They just don't care they don't know you yet, they're just trying to make the best decision for themselves, the best business decision. How does your product or service benefit them?

Come up with all the reasons how, particularly if you can quantify it with dollars or hours, saving time and money is nice, but how much time? How much money? What are we talking about here?

Do not entrust this job to a marketing consultant. A marketing consultant cannot know you and your customers as well as you do.

You need to do this little piece of homework first, then take that to the marketing consultant and say here's my target market, here are my benefit statements and here's what I'm hoping to accomplish. Now, go out and do your marketing so I can accomplish this and they'll be able to do their job far better knowing all this information.

Pete: I would think that also makes it very clear once you have that answer, how easy it is to have a conversation with a prospect at that point.

Audrey: It makes it so much easier. There's never any tension. They're never going to be able to throw you by asking a perfectly logical question from their standpoint that you've never even thought about before. I don't know that doesn't happen if you've done your homework in advance.

Pete: Very good.

Audrey, we're toward the end. I want to make sure if there's anything you wanted to share that we didn't get a chance to talk about that you bring that in. Is there anything you'd like to bring up?

Audrey: Yes. I would really love for your listeners to go to my website and join my free monthly newsletter. It comes out by email, it's not spam oriented in any way. It has an article in it that I've written every month



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and it has a little advice column. It has some great links to websites that are helpful that I've found over the months, that I share with people.

That's what I'd like is for people to join my free newsletter list and check me out. If they have any questions for me, feel free to drop me an email. You can email me right from my website at www.tigresscoaching.com.

Pete: I think that's fantastic that you offered that. For the listeners, please go take a look at www.tigresscoaching.com and sign up for the newsletter.

I've taken a look around your website and I like it. There's some good content in there and some articles and things so thanks for sharing that.

Audrey: Thank you so much. Thanks for this opportunity I've really had a wonderful time you're a great interviewer.

Pete: Thank you. I really love doing this.

Audrey: I can tell.

Pete: It was fun and today was a good interview. There's a lot of great content here and of course, what I try to do is design questions around what will help those who are part of the i-saga community that are the listeners.

Today especially, there was a lot of topic and subject matter that is a direct hit that will benefit me and what I'm doing, so I certainly did get a lot out of today.

Audrey: I would be happy to give you a free coaching session any time you're interested.

Pete: Fantastic, I may just take you up on that.

Audrey: I'd love it.



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Pete: Everyone, here's the end of today's interview with Audrey Burton. Audrey, thank you again.

It was fantastic content. Folks, you can go to www.i-saga.net. As we're changing the format a little bit you'll see these replays first on the blog site and then on the replay page once we get that structured the way we want it.

As Audrey mentioned about her newsletter, if you're not part of the i-saga newsletter yet you can do that on the newsletter page and we'd be happy to have you be an on-going part of the community here.

Thanks again everyone, we look forward to having you listen in next week. Take care.

Audrey: Bye.