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EPIISODE
66

Scott McKain

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John Bowen and Scott McKain
AESNATION.COM
Episode #66

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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, each and everyone of us want to differentiate ourselves from the crowd. We've got all this noise in the marketplace. Today, you're in for a real treat. I have an unbelievable, remarkable talent. He's an internationally known authority on helping organizations to create distinction, to separate yourself from the crowd. He's a bestselling author, and he walks his talks, both in training and consulting. It's Scott McKain. You do not want to miss this because this is the one thing every single entrepreneur needs to do is be distinctive.

I'm John Bowen. We're at AESNation.com. I am looking forward to having you join us in just a second.

John: I am so excited to have you here. We've got one good friend, Bill Bachrach, that we share a common few more than that. Bill recommended I reach out. I started looking at your content. I go, I don't know how I haven't yet. I've started buying all your books, and it's so great to have you here.

Scott McKain: John. It's great. Thank you.

John: Thank you for joining us. Scott, one of the things I want to dive in to all this distinction, the customer experience. You're working with some of the most successful firms in the country as well as working with ... Some of us there are a little less than Fortune 10 type. What I'd like to do is how did you get in to this client experience, making sure that customers' experience is so fantastic as well as the distinction side?

Scott: John, it goes back a long way. I grew up in a very small town in Southern Indiana. If folks are old enough to remember the Jon Miller Camp songs. Small town. That's literally about the small town I grew up in, John. We had the little mom-and-pop grocery store in our community that I remember the day that I got in on the store across the street. It was a clothing store, ran across the intersection, come in to tell my dad they were clearing the field on the north end of our little town to make way for the construction of a supermarket.

That day, our lives began to change. One of the things that I didn't appreciate at the time were the steps that my dad took to combat what was going on down the street with the supermarket, whose prices were always going to be better, whose advertising budgets were always going to be bigger. I have this, my little recording cave that I'm in right now and I have all my desk at my other office a picture of the wrecking ball knocking down the supermarket because after several years, the big box retailer closed because they couldn't compete with what we were doing in our little grocery store in spite of not as broad a selection, not as good prices, not as technology-drive-in and all those things.

It started a fascination in me. Why did it work that way? Why was my daddy able to succeed when here, this other business, better funded, didn't. It came down to the customer experience.

The other little side point to that is when I was a kid, I was a student officer of a national student organization. Part of the job of that was thanking the donors that it contributed to that organization. By the age of 21, I'd had a private meeting with the chairman of in the Jeham's board room. I met with the president of the United States in the Oval Office. I had a private dinner with Colonel Sanders, of all people.

I've met these incredibly successful corporate leaders, political leaders, entrepreneurs, and I was just fascinated by what were they doing and what else could I learn from that. Between those two, I had a pretty significant learning laboratory. Then as the business grew, as I'm sure yours has done as well, John, not only do we have a chance to teach but will certainly is incredible laboratory by which to learn, and just learning best practices from financial advisors and entrepreneurs and all books that I've had a chance to come in contact with has been really remarkable experience.

John: The one thing we both know is the market provides amazing feedback. I go to your father situation. I'm just amazed that ... all of us have experiences like that where we have some big powerful competitor. My father and uncle had a cast iron foundry business. I wish they had the skills of your dad because they did not make it through and in so many businesses that with just a little bit of tweaking, not only can they grow but they survive I guess. They can thrive. They can really accelerate their success.

What I wanted to do, Scott, is with the background and your father's experience working with ... who have seen all these very successful entrepreneurs. We're learning all these lessons and you brought it together and you've written a whole bunch of books. I want to go to the books. I want a payoff of ... I thought we're trying to think so much around the different client experience. We've got people with very different businesses selling widgets, professional services. We've got people on the audio side and the video side with this. I thought I'd take your latest book. It is a very powerful book, the Seven Tenets ... Let me grab the title exactly. Seven Tenets of Taxi Terry.

I thought, "Jeez, what is..." Bill shot ... recommended a get-together with you, and I'm going...

Scott: A taxi driver right?

John: A taxi driver. I'm going to sit on Uber. What's going on here? Maybe set the stage of the first introduction. You talked about this varying customer experience. I know the very first

part every entrepreneur is going to relate to the first. I'm not sure of the second, but on the airplane, I think we can all relate to.

Scott: I joke, and I'm a loyal flyer of theirs, but I joke that Delta stands for Delays Every Landing Through Atlanta. Didn't Even Leave the Airport. Don't Expect Luggage to Arrive. I'd had one of those kinds of flights where I didn't make the upgrade. I'm in the middle seat between two big guys. Just that horrific flight into Jacksonville, Florida because the weather, we're four hours late. I'm tired. The flight attendants can't wait to get us off the plane because now it's their last flight of the day. It was just a perfect example of ... I don't really want to say a bad customer experience. It's more of an ordinary customer experience.

John: It's one that every one of us as entrepreneurs relate to because we've been there, we've done that. I'm a pretty good sized guy. I always love when I get the middle seat, and I got two guys bigger than me. The body heat and all that. I've got that visualization here now.

Scott: What I say in the book there is that I feel like I was lodged between a sumo wrestler and a parolee. It was just the worst flight that you can imagine. We finally landed in Jacksonville and that I got my all beat up luggage and my own tired body and drag it through the airport to get a cab to go to the Marriott to get in place for the meeting the next morning.

I get in the back of the taxi line. The line ended ... several flights have landed at the same time. The line is longer than I think it's going to be, and I take my place in the back of an unexpectedly long line. I'm tired and I'm beat. I watch all these cab drivers picking up their passengers and finally worked my way to the front of the line. The next cab's going to be mine. I'm ready to just get in and get to my destination. My driver pulls up. He jumps out of his cab and he points at me in the front of the line and shouts, "Are you ready for the best cab ride of your life?"

John: I have not yet rode with Terry because I haven't had that yet. I've had some good cab rides. Not many. That is, he's setting a standard pretty high very quickly.

Scott: It's the last thing you're expecting to hear at that particular juncture, and I said, "I guess so." He says, "Get in!" He jogs over, gets my bag, jogs back, puts it in the trunk, jumps to the driver's seat. He turns around and says, "Mr. McKain." "Yeah, but how did you know my name?" "Saw it on your luggage. Figured out I might as well use it."

I've joked since then, it was amazing to me that here's a cab driver looking for my name, and yet there's a bank branch here in the Las Vegas area that I'm in two or three times a week and they still don't call me my name. It's amazing just the difference that that little effort can make. He says, "I'm Taxi Terry." I thought, "How come I'm getting stuck with a motivational cab driver."

John: I'm tired. I want to get to the hotel.

Scott: Just get me where I'm going. I don't need a motivational cab driver. The rest of the ride turned out to be just an extraordinary experience. He asked how long I was going to be staying. He had a little smartphone, tablet embedded in his dash, set to weather.com.

I didn't think about it at the moment. If you think about the people that he's picking up with all the golf there in the Jacksonville, Florida area, part of this is going to be lot of golfers in this cab. The weather is critically important to the ... how much fun their trip's going to be. He told me how he personalizes the experience. He used one example. He's got a doctor that's a client. As we're talking, he said, "Boy, this is really interesting. Do you mind if I record our conversation?" I'm like...

John: Again, this is a different ... I'm contrasting my mind how Terry is doing it. I did fly Delta the last two days and they did ... I actually got on really early. I've been given ... I've got upgraded. I love them. That type of thing. A different experience.

Scott: Yes. I got to admit, too, when he said he wanted to record the call, I thought, I'm in Cash Cab or Taxi Cab.

John: Looking for the camera.

Scott: I'm asking, "Why are you so prepared to record conversations in your cab?" He says, "I'll give you an example. There's a local doctor, Dr. Smith. I drive him to the airport all the time, and during one of the rides, he mentions that his daughter Jill had just enrolled at Vanderbilt University in Nashville. He said, as soon as he says that, he gets out of the cab. I get him to the airport. I get back in the cab, and I hit my button, and I just dictate, I record what he's just told me. Then every night, I get home, and I take the recordings that I made and I entered the information into my database."

Man, I know entrepreneurs that I have done a lot of business with that don't have ... my kids' names, where they're going to school, but that's what he's putting in his database. He said, "So the next time I pick up the doctor and I'm driving him home from the airport, I can turn to him and say, 'You know, I've really been wondering how's Jill doing at Vanderbilt? How's school going for her? Does she like Nashville? Does she ...'" It just absolutely blew me away that a cab driver is giving this type of ... Then he said, "Do you think he'll let anybody else take him to the airport?" No. You're talking about customer loyalty.

John: I understand this lifetime client value, and most cab drivers, until they get you to the hotel. This is not the case with Terry.

Scott: Exactly, John. Reflecting on it as well, I don't want to make it sound like I had all these ideas during the ride because it was only upon reflection that it really ... I thought about it. It's hard to think of anything more commoditized than a cab ride. I walked, and I bet you did the same. We finished the program. You walked out of the hotel. You just take whatever cab sit in front. There's not a brand loyalty to it. They're all the same. They get you from point A to point B. You hope they speak the English language. You hope they get you to the right destination in a relatively clean environment, in a relatively clean situation.

This guy just blew my expectations out of water, gets me to the hotel, jumps out of his cab, runs back, gets out my bag, and he's holding my bag like it's family. Hands my bag to the bellman and says, "Presenting Mr. McKain." that before.

John: When I read that, I ...

Scott: Just from beginning to end ... I've stayed in touch with Terry. I've used his services many times. It became the metaphor by which I talked about how any business, how any entrepreneur, how any individual employee can create the ultimate customer experience because let's face it, if you can do it in a commoditized business like driving a cab, then whatever our service or product might be, there's got to be a way that we can follow that example.

That's what I tried to do in the book. My previous books about how I'm creating distinction, what does it take to stand out in your marketplace, and Terry is certainly a shining example of someone who in a business that it would seem would be difficult to stand out in. He's got a very remarkable job in doing exactly that.

John: You and I have the privilege of working with lots of entrepreneurs who are extremely successful in areas that you would never think, and that universally, they have distinction. They have a great client experience.

I wanted to share that story because we can all relate to them, but I want to do is I want to use a book with your permission. Can I go through the Seven Tenets because I was just ... I looked at it ... your thought from this of how you're seeing people make this happen, your fellow entrepreneurs are phenomenal. You start with one.

The first tenet in your book is set high expectations and then exceed them. As entrepreneur, sometimes we get afraid of setting too high of expectations, and then we don't want to overpromise, all those challenges and then they were setting the bar too high. If we're going to really distinguish ourselves, why do we need to do that?

Scott: I think the customer's going to have an expectation whether we are involved with it or not. I think one of the things we need to do is to get involved with setting the expectation at the onset of the relationship that we have with the customer. It works for two reasons. Number one is, it helps distinguish us from the marketplace. Let's face it. When Terry said "Are you ready for the best cab ride of your life?" That's not setting the bar very high to me, the best one that I've ever had.

It's always just bothered me so much when I walk in a business and see that sign or I work with financial advisers sometimes, and we'll say, "Our goal is to exceed client expectations." Then I'll say, "Great. What are the expectations of your client?"

John: There's quiet.

Scott: How do you exceed an expectation which you're unaware? It's a nice thing to say, but so very few of us really know what our customers really expect because we haven't asked them. We haven't talked to them about it. Terry knew enough from talking with these passengers that the expectation that you have getting in a cab is really not very high. Just get me to the right place and I'm pretty satisfied.

By saying that, he got my attention. By saying that, he set a bar for himself and for me, and that's one of the overlooked aspects of this, too, I think, John, is when we set expectations, not only are we creating something in the customer's mind, but we're really benchmarking our own performance. Terry's not just challenging my thoughts in terms of what the expectation is, it's also something that he uses as a reminder to himself of how for every customer every time, he has to deliver. He set a high expectation and he did exceed.

John: What I like, too, Scott is it provides that leadership. As entrepreneurs, most of us have little bigger business than Terry, and although he's doing really well, but we have a bigger business, and we've got teammates. In the senior role, we've got to really inspire people. One of the best ways to do it is to set high expectations, working with people we want to make a huge difference.

Let me go the second tenet, which is delivering what helps a client helps you. What do you mean by that?

Scott: That's related. What I did was to break apart that ride into each of the segments and try to think of, what did I learn from how Terry did that, and this is regarding to the weather forecast. There's no reason I'm going to depend on a cab driver for meteorological information. That's not part of the job description. Yet what he did was to carefully consider what would help be of benefit to his customers? Knowing what the weather was going to be,

particularly if they're on a golf outing, but even for me thinking about, "Okay, what's the weather going to be when they're picking me up? How should I dress? How should I..."

There's no one that's not helped by that bit of information. It didn't, at the moment, put anything in Terry's pocket, but yet it was one of the building blocks that differentiated himself from every other cab driver I've been a part of. I don't mean to overuse the example, but I was working with a financial adviser one time that he sends a book every month to his clients. He just finds a business book, and that's how we crossed paths. He liked the book. He sends a business book every month to his clients.

Now does that mean that I'm going to move more of my assets to him simply because I'm sending him the book? It's part of what makes that adviser unique. That's what Terry has understood so well is that doing something that helps your clients. While the immediate return, it's not something that you're going to see instantly as you're looking at your business, but it develops the kind of relationship and creates the kind of experience that'll have a long-term payoff.

John: I found those value added to be it's inexpensive, whether it's the book. We're really trying to add value beyond that base expectation, and that's huge. I think it leads into the next ... the third tenet where we start talking about customers are people so personalize their experience. As entrepreneurs, so often, we want to scale things in. It's not very personalized. What do you see in the most successful entrepreneurs do to personalize?

Scott: John, from one of my previous books called *What Customers Really Want*, we interviewed thousands of customers. We asked them just two questions. Number one, what do you want at the places where you do business? What are some basic things that you want? Then the second question is, what are you getting? We found six major disconnections but the primary disconnection of all six was the disconnection between personal focus and product focus.

What customers were saying is know me, know my problem, know my challenges, know what I'm going after, but what they said, what they found, what they did business is we want to talk about what we sell, what we do, what we got. Finding a way, at the end of the day, I'm going to buy the product, I'm going to buy the ride from the airport to the Marriott, but the fact that Terry was interested in, why are you in Jacksonville? What are you doing here? How can I be of service? Of course, you're going to need a ride back.

Finding a way to make it about me rather than about the cab ride meant that he got to book a return trip. The more than we can personalize the experience, the more we understand that they're people with their challenges and their problems, whether we're talking about an internal customer or an external customer, the better off that we're going to be because we respond to those personal experiences. We don't talk enough about emotion in business, yet

we want loyalty. That's always seemed like such a huge disconnect for me because we only are loyal to something that we care about, to some ... If I didn't care, why would I be loyal? But there has to be some kind of emotional connectivity that drives loyalty. Without that personalization, how do we expect to generate the kind of emotion that will ensure repeat business and loyalty.

John: I think your next tenet goes to so many entrepreneurs are left brain dominant and the fourth tenet is, "Think logically" which we're more than happy to do, but then we've got to act to creatively and consistently, and this is where we get into trouble because we're not as creative sometimes. We want to make it simple. How are you seeing, again, the top entrepreneurs that you're working with use this tenet?

Scott: One of the things we discovered in the research is that many entrepreneurs tend to think of creativity, meaning I've got to be innovative from A to Z in my organization. When you talk to customers, you find something very different, and that is, if you're creative at one point, the perception of the customer or the client is that you're an innovative provider.

The best, most global example that I can use is the rail car business. The Ford I get from is the same as the Ford I get from Hertz. There's zero product differentiation. It's not like budget is raining a different car than national, but when Enterprise came along, the Taylor family Saint Louis, they decided to be creative in one specific area. As we know in Enterprise, they picked you up. Changing just one thing, how does the customer access the product?

By moving it from you come to us to pick it up to we will bring it to you and now as you know Enterprise is bigger than Hertz, the dominant player in the industry, and it's not because they got a bigger car or a different car. It's because they got creative and unique at one specific point in the process. What I encourage entrepreneurs to do is sometimes we say, "It's the industry standard." That means it's the average. It means it's the common experience that a customer could have.

Take a look and be creative just at one specific point. Find a way to do that, and it's amazing the response that you get and how it changes the perception about your business. It's not throwing the baby out with a bath water and think ... Many of us who are left-brained think of creativity as being chaos. It's not. It's choosing one particular specific point and then flipping that to create another.

John: I love that example because what it does is it ... So many of us think we have to be way creative, and here what we're doing is we're talking about just one particular area that we can do to differentiate in enterprises down that race or market cap billions and billions of dollars. Let's go to the...

Scott: Hey, John, can I give you one more example of that just to back that point that you're saying there. I talked with songwriters in Nashville, who you typically think these are highly creative, right?

John: Mm-hmm (affirmative).

Scott: Songwriters that they said the first thing you do is to begin with logic and clarity. Not creativity. I asked them, "When you're sitting down to write a song, they said sometimes they don't even think okay, now I'm going to write a song for, and they think of the artist. They would put the artist's picture on their computer screen. They would be very specific. This is going to be a pop song or a country song. This is going to be our customer, this particular artist, and then you write, and then you get creative and write a song for that artist.

Now I always thought it was just, you're waiting for the muse to hit. I'm a business guy. The heaven's going to come down and give me this creative idea. They said, "No, it's a process." As an entrepreneur, if I can think, "Here's my customer. Very specifically. How do I create something a little different that would hit that target? We take this misconception that we often have with creativity and do exactly what you were talking about, bringing a disciplined logical approach.

John: What I love having a team where you bring the whole team around to helping you do that or you're outside consultants as well. You don't try to do it every step of the way. It's so amazing.

Let me go to tenet five, which is one of my favorites, is make your customer the star of the show. How are you seeing this work out?

Scott: My first book was called All Business is Show Business. I was fascinated by how there were so many things. I had the greatest part-time job in the world for so many years. I was seeing a lot of movies. I had a buddy who was in news business. I had been on the road like you are and I'd rather just sit in the hotel room. I'd get out and see a movie. I'm always seeing the movies. He said, "How would you like to review movies?" Come in when you're not on the road, tape a movie review, tell us what you think of a movie.

That got some traction, and so the studio started asking me to interview the celebrities. I've interviewed Tom Hanks and John Bolton. Arnold Schwarzenegger's booked me for a couple of speeches. It's been a really great experience, but the thing that I learned about them was this: The more that that entertainer made you feel like a star, the more bonded that you got to that entertainer. John Travolta complimented me on the suit that I had and said, "You're wearing Armani." I'll never forget that.

Part of the trick that these stars knew was to make the person that they were talking to feel like a star. I thought, "That's got great business application." If I make my customers feel like the star of the show, but think about how most businesses ... the business tries to make the business the star. We spent so much time working on the business. That's one of the things I saw my dad do at that little grocery store. It wasn't about McKain's Market, it was about knowing every customer's name when they came in. He would even name specials after some of our customers. All the things that we can do to make that customer feel like they are the center of our universe. They are the reason for us being there.

When Terry turned to the bellman and said, "Presenting Mr. McKain." It made me feel, "Are you kidding me?" That's never happened in my life. Now all of a sudden, the bellman feels compelled to call me my name. When we walked in the hotel, the bellman even said to the front desk clerk, "Oh, this is Mr. McKain. He's our guy." Again, it's this domino effect of what's going to happen.

Terry's ... who wouldn't want to repeat that experience? When you're made to feel like a star, when you're made to feel like you matter, that's the whole key. Are we creating experiences that our customer's want to repeat and want to refer? That's what it does.

John: I want to point out, too. It's not expensive to do. This is the main...

Scott: No.

John: Terry did not spend a dollar more. I'm not counting his tablet looking up whether ... This is just a little part, a lifetime value of clients, and this leads us to the sixth tenet, which is, help your customers come back for more. How does this whole play together here?

Scott: I don't mean to be critical of any particular industry, but I'm going to dive right into it anyhow. The mobile phone business. Today's newspaper here in Las Vegas has a full-page ad from several different phone companies promising a new customer a better deal than what an existing customer has. There's something about that that just drives me crazy. It shows that we view acquisition as more important than retention.

Don't get me wrong. Any of us as entrepreneurs, we got to be out there acquiring new customers, but growth happens with a mix of acquisition and retention and great acquisition happens via referrals from those customers that we are retaining. That's part of this whole thing. How do we help our customers come back for more? Terry stays in touch. Terry finds ways to continue to make it easy. Terry values current business and referrals. It's all of the things that we do to help our customers come back.

One of the things that he's got, for example, is a YouTube video that walks you through the Jacksonville airport to show you where he will meet you. This didn't cost lot of money either, John. His wife shot it with an iPhone. She takes the iPhone and she just shoots him walking through the airport, but if I'm referring you, if you say, "Hey, Scott, I'm going to Jacksonville next week." "Hey, let me recommend Taxi Terry. Here's where you meet him."

Now I'm shooting you a video, and if you've never been to Jacksonville before, you know don't cross the streets, stand at a spot. If Terry can do that ... but how many times do we make it tough for people to buy more from us. It's just absolutely asinine to me how difficult many organizations make it for me to come back and spend my money. It should be easier the next time.

John: No. There's so much value of that repeat business over and over. I'm shocked how often. It's hard to figure out how to do the next transaction or take the next service.

Scott: Back to something you said earlier. You hit the nail on the head. It's doing the lifetime value as opposed to the transaction at the moment that that lifetime value that you mentioned earlier. When we start viewing it that way, then all of a sudden, we'll do everything we can to make it easier for you to come.

John: It gives you a competitive advantage over your competition when you do view that lifetime value. That becomes so significant you can make smart decisions on not only bringing the new client in, but making ... delivering such a great client experience so that they become marketing apostles.

I really love the seventh tenet. Creating joy for your customers will make your work and your life more joyful. How does that come together?

Scott: In the later subsequent conversations I had Terry, one of the things I said was, "Terry, you're always so positive. You're always so warm. You're always so happy." He said, "It's easy to be when you're around positive, happy customers." That line implies the obvious. When he picked me up, I was not a positive, happy customer, but he made me into one.

Therefore, Terry's philosophy is I have to go first. If all I'm doing is waiting for happy people to get to my cab, I may not be very happy, but if I can share joy with them and make them more joyful, then that just reflects back to me and it's like a snowball. It keeps getting easier and bigger. Just as you, John.

I've worked with folks who said, "If you had to deal with the people that we deal with, you wouldn't be very joyful." They're not going first. Does this work every time? Absolutely not. Nothing does what does, but I've discovered that those entrepreneurs and those

professionals who also think about how do I make this process more joyful for my customer? What can I do to enhance the joy that my client has, end up getting that very joy reflected back to them, making their own jobs, their own careers, their own businesses infinitely more satisfying.

I thought that was too important to leave out, and really part of the long-term key to Terry's success is by focusing on the joy of the customer. He's more joyful, and it becomes this self-fulfilling prophesy that enhances the profitability.

John: I always liked the line that we're not in business from our business, in business for more life. It's all stakeholders, including our clients. We can really decide who we choose, and we can also help influence that through the joy that you've talked about.

Let me go to a segment here. The book of the day, and we've seen on the screen here so everybody has it, the Seven Tenets of Taxi Terry, how every employee can create and deliver the ultimate client experience. What I want to do though is you've got another great book and creating distinction and maybe just tell our fellow entrepreneurs what to do when great isn't good enough to grow your business. Everyone that's watching this podcast or listening to it, they're here because they want to accelerate their business. What's that book about?

Scott: John, one of the things that shocked me is I dusted off that business classic. The biggest selling business book of all time is Good to Great. I dusted it off a while back and I started looking and there are some great ideas in that book, but in the book, it said that there were 11 great companies that they had studied all these 11 great companies and let's look at what made them great. I thought it might be interesting to see what happened to those 11 companies. Five are performing at or below the SMP average. One was acquired by a non-great company. One committed securities fraud and was de-listed by the New York Stock.

The model of financial management in the book Good to Great is Fanny Mae. The model of retail in the book Good to Great is Circus City. Only one of the 11 companies, New Course Steel, by any reasonable definition would still be defined as a great company.

If great wasn't good enough for these 10 of these 11 companies, then the inference I made from that is maybe great isn't good enough to grow your business. What was it?

As I studied it, I found whether we're talking about a small business or a big business, being distinctive, standing out in your marketplace, was really the key to success. Now I used distinction as being a higher level of differentiation simply because just being different doesn't mean that difference is meaningful. If I slap every customer in the face, I'm different.

John: You won't have that many clients to slap though, Terry.

Scott: Exactly. When I look at extraordinary organizations and extraordinary entrepreneurs, I found that what they really understood was that customers don't choose us because of our strengths. They choose us because of our differences. Yet I see so many small businesses, particularly small and mid-sized business, that want to talk to you about their strengths. We have great customer service. Who's saying they have horrible customer service? From a customer's perspective, everybody's saying they have great client service. Saying that I have great client service would not move a customer to choose me instead of.

We often think the customers choose us because of our strengths, but if you got everybody saying that they're strong at the same thing, we got a great product, we got great customer service, fast delivery, friendly experience, then what's the compelling reason? I think part of the reason that some clients and customers become so price-sensitive is it's the only difference they can find. If that's the only difference that a customer or client can determine, we haven't done our jobs separating ourselves. A recent study by Gallup said that 70% of your employees can't describe why you are a better alternative than your competition.

John: That's scary.

Scott: Is that scary? We need to sell the people internally as well externally. If our own colleagues cannot describe why a client would choose us as clients choose as opposed to. They choose us instead of another alternative. Unless we're distinctive enough that a customer can pick that up and unless we're distinctive enough that our own people get it, then how would we ever rise to the top of the market?

John: That is great. I think that's so important the distinction between being just different and distinctive. Let's go to next segment. You wrote a whole book. We could spend a lot of time on it, and I love that area. The next part is the app of the day. Scott, you're going around and you're traveling. What would you recommend your fellow entrepreneurs consider that you have on your own smartphone?

Scott: One that I've loved, John, is one called Easily Do. It links everything together. What it does is prioritize ... It'll go through your email and find attachments for example and save those. It'll go through your email and correlate that with your contact list because I know for example there's been times I received email from someone who I have an email conversation, and then I just unfortunately neglect to add them to my contact list. This app fixed that out, and then we'll add them to the contact list to prompt you to add more information.

There's a lot of calendar apps out there. There's a lot of to-do list apps out there. For me, this has been the one that has saved me time because it will coordinate those activities. We'll add contacts. It will go through and show you duplicate contacts. It'll save your attachments.

There's just a number of things that it does. It does very well. One of the cool things about it, too, is it'll also give you a little notice of how much time that it has saved you, which I think is pretty cool. You can even go to a front page on the screen. It'll give you the day's weather. It'll show you the apps. It'll do all kinds of things that helps.

John: I'll put up the website so you can see it a little bit better here. I will be downloading that, Scott. It looks pretty amazing. Let me go to the next segment because this is going to be one that everybody that's watching us is asking in their own mind is resources.

Let me go to your website. I'm going to start with the ... You tell me which one to start because you got a couple of websites. Where should we tell people when they ... if they want to learn more about what we've been talking about and how they can do it for their clients because this is so important what we're talking about. You got to deliver a great client experience before he scaled it up and if he do both of those, you have a phenomenal business.

A Second Opinion on Your Finances

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