

Business Building

Nigel Botterill

Steven: Hey good evening, and welcome again to the Academy of Physical Medicine. Another 90 minutes of fantastic CPD and 90 minutes of learning with others, if you're an osteopath or chiropractor as you already know. Now if you've joined us before for any of these broadcasts you will already have noticed a slight change in our procedure. That is that I'm wearing a blue shirt instead of my trademark pink. Now we won't admit to me forgetting my pink shirt, but actually I am with the headquarters of the Entrepreneur's Circle today.

The Entrepreneurs Circle does everything differently. They go out of their way to be different and that's why I've come here, because they're going to us about how we can build our businesses of practitioners, make them different, make them stand out, and you'll hear a lot more about that from my guest in a second. The reason for toning down my shirt is because my guest Nigel is known for the flamboyance of his shirts.

Nigel: Oh, I've let you down.

Steven: Outrageous colors and patterns, and Nigel, you're right, you have let me down, but welcome anyway.

Nigel: I'm sorry.

Steven: Normally you've got a shirt that challenges the cameras and the lighting.

Nigel: I know. I just love the fact that you think you're being different by wearing a blue shirt, that's just hilarious. I apologize, I'm not going to lie, I've been looking forward to this, I've known about this, but this

morning in the moments when I was choosing from my eclectic selection of outer garments to wear-

Steven: Some would say outrageous collection.

Nigel: I forgot about this tonight, and I've put this dull thing on today. I had an office day today, apart from this.

Steven: Which is quite unlike you, isn't it?

Nigel: I feel like I've let you down, sorry.

Steven: Here we are in your headquarters, we've got the New York landscape on the backdrop behind us, we've got a sign that says, "Attitude is everything," and one that says, "Will you make your boat go faster?"

Nigel: Don't, don't, don't.

Steven: Another one that says, "Don't fuck up." I'm not sure about that one.

Nigel: Yes, it does. It says, "Don't fuck up the followup."

Steven: I thought you might pull me up on that.

Nigel: That's what it says.

Steven: We'll talk about that later.

Nigel: Which is what most people do, yeah.

Steven: Sorry, do you want a glass of water, Nige?

Nigel: Yes. Oh yeah.

Steven: Garcon.

Nigel: Garcon.

Matt: Good evening Mr Bruce, good evening Mr Botterill. They you are Paul.

Steven: Yes please. One of the many things that you do differently Nigel is you have a butler.

Nigel: Every business should have a butler.

Steven: You have a butler. And this is Matt the butler.

Nigel: This is Matt.

Matt: Good evening.

Nigel: This is Matt the butler, he's very, very good, is Matt the butler.

Steven: Can I get Matt to join us for a second?

Nigel: Crikey.

Steven: Matt, can you bring up a chair?

Matt: I'm honored.

Nigel: He's not used to this.

Steven: I asked for his permission to call him Garcon as well. [crosstalk 00:02:24]

Nigel: Okay, alright. Come on, this is cozy.

Steven: But why, why Nigel have you got a butler of all things?

Nigel: Well, we're in the upstairs part of our building here, which as you know, serves as our training academy. So we have about 250 people downstairs, all as workers, as it were, and up here we run training courses, and it's in use most days of the week. About 13,000 people came through here last year on the different courses that we run, and we want to create a memorable impression, and we want people to enjoy coming here, and I tried all sorts of different ways to make that happen. And you can do things to the walls, and you can stick things up, and you can create a physical environment that's different, but the reality of it is when you go anywhere, I don't care where it is, it's how the people make you feel that actually leaves the dominant memory.

We have tried a number of different ways of doing this properly, and I had staff before this young man came along whose job it was to look after people here, but they were not doing it in a way that was making us memorable. And I was fortunate enough to go, actually it's an interesting story in itself really, but I was invited by Virgin Unite to go out to Jamaica with Sir Richard Branson and his son for the opening of the Branson Center of Entrepreneurship, and they asked for our help with that. So we obliged and we got taken out, Sue my wife came with me, and we got put up in a very fabulous hotel in Jamaica, and

when we arrived fresh from the plane, we were chauffeured to the hotel, and the door was opened and this gentleman introduced himself, "I'm your butler."

Now, I'd never had a butler before, and he said, "I'm here to look after you for your entire stay." So he took us to the [inaudible 00:04:40] and took us to [inaudible 00:04:39], "Anything you need, I'm here." "That's very good of you," I said, "but what might I need that you would be able to help me with?" So he explained what he could do, he said, "Would you like me to unpack your suitcase?" That was very helpful, "Yes please, I would." And he ran my bath for me, that was very helpful.

Matt: I'm not doing that.

Nigel: He secured our sunbeds in the right place, and our little cool box was there, he looked after us, and I really-

Steven: It's obviously left an impression.

Nigel: Well, I enjoyed, I'm not going to lie, I enjoyed having a butler, it was a very nice thing. And I can't really justify having a butler at home, but I could have a butler at work. So we just started to extrapolate and we wrote an advert, we were looking for a Botty butler. My nickname, Nigel, is Botty.

Steven: Because that could be misinterpreted.

Nigel: It could be, it could be. So we said what we were looking for, a Botty butler, to take care of our visitors who come on our training courses and our staff, and long story short, but Matt turned up for the interview with handmade lemon shortbread, which was very, very tasty, and he's revelled in it and he does a fantastic job, and he makes our members feel very special, and he goes out of his way to find little things to make them special.

Steven: Since we've been here this evening, he's moved all the furniture, he's gone out and got sandwiches for our team, he's offered to make us tea and coffee and we declined that, there's nothing he wouldn't have done for us that I'm aware of. What's your brief Matt?

Matt: My brief?

Steven: Yeah.

Matt: It's just to make people feel special.

Nigel: That's exactly what it is. I'm glad you got that right.

Steven: I have to say, Nigel wasn't briefed that we were going to do this, Matt is a surprise addition to our panel this evening. So that's great for you, you've got a butler. Could it work for osteopaths, and chiropractors, and physios?

Nigel: Well, I guess it depends a little bit, clearly, on the size of your practice.

Steven: Doesn't have to be a butler though.

Nigel: But that's what I was going to say, it's about how you look at how you want to make your customers, patients, how you want to make them feel, because you can do it the way everyone else does it, and they'll feel the same as they do when they go anywhere else. Or, you could just think a little bit, and it's about the repositioning of it, and it does make a big difference. I mean, Matt does have his uniform, and he does have a selection of waistcoats.

Matt: I do have a selection.

Nigel: You haven't got the-

Matt: I've got me shoes on.

Nigel: He's got some very on brand shoes, but he wears the part, with the pinstripe trousers and stuff, but all that, again, someone else wearing that wouldn't do the job as well, but when people do meet him, and then with the personality as well, because he has been known to sing and dance on occasions as well, but his job is there to make people feel special, because when we make people feel special they come closer to us, and that's just smart from a business perspective, and there just are nice things you can do. The way you would serve a biscuit, for instance.

Matt: Yes.

Nigel: Even on the silver tray with the metal cloche, that's just a little bit memorable. The way he's able to greet people at the door, and he's looking all the time, at food in particular, we'll find ways to, if people like a particular thing, we'll try and look out for that. On these hot summer days he's, we had the little chat, he said, "Shall I go out and get some ice creams?" I said, "Yeah."

So he went down and got some ice lollies in the big cool box, and it was brilliant. I was running the training course today, and he was loitering out the back, I could see through the glass door, I could see he was loitering there, waiting for the right point to come in, and he opens the door and he's playing an ice cream van music on his phone as he comes in with the cooler box full of ice lollies. But that's a brilliant touch, and for our customers to be offered an ice lolly on a baking hot day by a butler playing the ice cream van song on his mobile phone, is just, I want that because I want little memory pegs.

Steven: But in terms of translating to a business practice, a clinic, such as ours, and there will be people out there I'm sure who are still skeptical of this, part of this is in your title, isn't it? If you were just called Nigel's assistant, or the odd job man, or whatever you want to call it.

Nigel: Yes.

Matt: Yeah, the office dogsbody.

Steven: You'd be a dogsbody, would you? But because you're a butler, wow, you've got a different perception of your status.

Matt: Yeah.

Steven: And maybe there's scope for not calling a receptionist a receptionist, because that immediately says to her, "Well, I'm like a woman at the NHS." Maybe call her a concierge, or think of something a bit more imaginative I'm sure.

Nigel: Yeah. Head of first impressions, would be a good title.

Steven: Yeah.

Nigel: And what we talk about is, and if I'd known we were going to have this conversation I swear I would've come prepared, but what I talk about a lot with my people, and this would definitely work in practices, is if you imagine every patient coming through your front door has got a post-it note stuck on their forehead, and on that post it note it says, "PMMFS." Okay? PMMFS is stuck on a post it note on their forehead, because it actually is effectively, because when they come into your practice, in the same way when they come into my training academy, what they want, "Please make me feel special." Because I don't care what business you're running, what you're doing, people love it when they're made to feel a little bit special, and if we can make them feel a little bit special, because Matt sings a song

featuring their first name as they walk up the stairs, or he goes and gets their particular chocolate bar, because they love an orange club biscuit, and he's got it sat under a cloche on their nameplate, or he goes and gets a particular gluten free food at lunchtime.

Steven: Yeah.

Nigel: We make them feel special, and that pulls them closer to us, and that's just a smart thing to do in business. It's not an indulgence at all, and the costs are not materially higher than having another, someone'll have to do the work, as it were, to look after our guests, someone'll have to greet them and etc., and having a butler do it is just really smart from a business perspective, and that's why that happens. But that post it note on everyone's forehead, "Please make me feel special."

Steven: That's the first tip of the night.

Nigel: Well yeah, it's a bit more than a tip, innit? It's just how it is, because we all know it, and we all know how rare it is as well, by the way, and how do you make people feel special? What can you do? I know I like going to my opticians because they have a particularly luxuriant bowl of sweets on their counter. We're not talking namby pamby regular cheapy sweets, they have some lovely sweets on their counter, and I know when I go in I go up to the counter. Now, it's a tiny teeny little thing, but it does make a load of difference, you know? The people are what's [crosstalk 00:11:44].

Steven: Yeah, and most of the people watching, the clinicians and so on, the key person is the practitioner. Once you're in with the practitioner, you've got a very, very special relationship with that person, given what we do and how we do it. But actually, if you're sitting in a nasty squalid little airless reception room and there's nothing nice about it, that's a first impression, it's hard to get over, isn't it? And when six months down the line they're faced with the advert for somewhere glossier down the road, maybe that influences their choice.

Nigel: Yeah, potentially that's true, but it's the people you put in that space have a far better impact on them, and we know. I know whatever it is that you're running, people are coming there. If you've got the right people front of house properly looking after the patients coming in the door, who recognize that their job is to make people feel special, then that can compensate for a lot of physical, what do you call it? Things not being-

Steven: Just great physically. Anyway, I think we're done with you Matt.

Matt: I need to polish the silver anyway.

Steven: It's not appropriate to tip butlers, is it? No, you don't tip.

Matt: Not at all.

Steven: Go on, off you go.

Matt: Enjoy gentlemen.

Steven: Thank you Matt. I didn't introduce you properly Nigel. When I sent out my first email about this to all my members and others a week ago I said, "The \$6 million man live next Wednesday." And in the first line of the text, in the first line of the text I said, "Actually, that's a bit of a fib because he's running seven \$1 million businesses." And I realized two days later that actually it's not nine \$1 million, £1 million businesses.

Nigel: Yeah, yeah.

Steven: Is that just a change since last Wednesday, or is that? Well no, the reason for saying that is-

Nigel: Well, it's a change since March, yeah. We have built nine separate businesses in the last 13 years that have all done more than £1 million a year in sales.

Steven: And the point of me mentioning that, of course, is that people need to understand that you know your stuff when it comes to marketing, and we're going to talk a lot more about that later on, but perhaps we'll also talk about-

Nigel: But I know nothing at all about osteopathy, or chiropracty.

Steven: Well, that's not entirely true, is it? Hasn't Claire worked on you once, or is it one of your staff?

Nigel: Yeah, that's a vicious rumor. It was one of my staff, wasn't it? We have it on film. I've not had the pleasure.

Steven: Right, okay. We actually did prepare some of this, didn't we? We're going to talk about some key elements that everyone can take away, because the point of this is that, yes, you sell your marketing services, you sell a lot of different marketing services, you sell membership of

your particular organization to people, but this evening we are going to take away some important points that people can implement straight away in their own businesses.

Nigel: Yeah, because whatever kind of practice you are running, you need patients to come in, and what we are very good at is getting and keeping, we call it customers, but in this instance it's patients, because every business needs it. Because until somebody comes in, you haven't got a business, and making that happen consistently to the level that you want, filling those diaries [crosstalk 00:14:41]

Steven: I think the mood is changing in osteopathy and chiropractic, because even two or three years ago more people were saying to me, "Oh, we don't do marketing. It's word of mouth that gets people through here." Word of mouth will work to a certain extent won't it, but it's limited.

Nigel: Well, yeah, it will, but you can do a lot about word of mouth. I mean, why would you run any business, especially one where you've had to train for such a long time, and you have qualifications and stuff, why would you run any business and leave its success down to fate, or chance, or other people? So it is around word of mouth, well at least do something to encourage and nurture and help that word of mouth along, and word of mouth now, of course, in 2018 is much more about actually word of social media than it is about people having conversations, and there's a lot you can do around the social channels, which [inaudible 00:15:32] might pick up on.

Steven: I'm embarrassed to admit that some years ago it was you who changed my perspective slightly on this.

Nigel: Mm-hmm (affirmative).

Steven: Yeah, yeah, and you're listening back thinking, "Well, that's obvious, I should've known that." But it's always obvious once someone tells you, isn't it?

Nigel: Which one was it? What was it?

Steven: No, it was simply you said, "Well, if you've got a skill that can help people, you're doing them a disservice if you don't tell people that they can come to you for help."

Nigel: Yes, well it's true.

Steven: Your not hard selling double glazing. You're saying, "Well, look, you're in pain, I can help you. You don't have to come, but I've got the skills that can help you." So it's that, I think in people's minds that marketing's a bad thing.

Nigel: Yeah, or somehow it's a bit sleazy, and I do understand that, and we encounter it more in professional services, and we have more accountants in Entrepreneur Circle than any other business type. Second is dentists, and as you know, we have more than our fair share of chiropractors and physiotherapists, because they recognize, I mean let's look at the accountants, they know everything there is to know about the latest tax legislation and all that, and how to build your books and do your bookkeeping, but no one in all their training and qualifications has ever shown them how to build a practice, and actually for them to be successful they need to get clients. And osteos need patients, and you're serving, whoever's out there watching this tonight, at the end of the day, if they're in practice, they're looking after people within a geographic area, and there's people in that area that don't even know they exist. Yet they have got the conditions that they could help them with, and their marketing is what joins the two together.

Steven: There's one thing, I mean you've been on this show once before, long ago. We had a stripey background on that occasion, and you and I snuggled up to each other on a sofa, if I remember correctly.

Nigel: I remember it well, yeah. One of my very special [crosstalk 00:17:28].

Steven: And we discussed then, and we're going to redo it this evening, the concept that you think has helped you build this business from nothing, when you started it, to what it is now, which is?

Nigel: Yeah. Well, can I tell the whole story?

Steven: Yeah.

Nigel: Because we've got a few minutes, haven't we? Because it'll make a bit more sense. So I started out, I had a corporate career, as you know, for many, many years, and I was in my late thirties when I took the plunge to set up my own business, and I was very, very conscious, especially on that first day in business, that everything that mattered to me, that the lifestyle of my wife and my kids and my family, rested on my shoulders and my ability to make this business successful, because I needed to earn the right amount of money from this building to maintain the lifestyle that we'd built up, and that

responsibility weighed very heavily on my shoulders. I do think looking back on those very early days, my biggest strength was actually an acute awareness of my big weaknesses, because I had never run a business before and I had no idea what to do, and I'd achieved quite a lot in the corporate world, but-

Steven: What was your role in the corporate world? Were you doing marketing?

Nigel: Yeah, I was, and in my last job I was the paid managing director of someone else's business. So I'd done okay climbing the greasy pole, but I was aware that all the skills that had helped me in that life, were pretty much useless really in terms of succeeding as an entrepreneur on my own. And I do remember very, very well, I'd had the presence of mind to recognize, "Look Nige, you've got to make this a success. You're not the first person to do this, others have been there before, just learn from them." And this was in the beginning of 2003, so we had dial up internet and stuff, and I remember our little modems that we had to plug in in those days.

But I do remember I actively went out to find people who could help me, and one guy lived in the village where we were at the time, chap called Martin Howie, and he was retired, and I didn't know him very well before I started my business, but he lived a few doors down the road and he took an interest in what I was doing. He used to come round every two or three weeks, he'd come one afternoon and we have a cup of tea and we have a little chap, and he would share little nuggets of wisdom with me from his life in business. And I'd been going about three months, and I'll never ever forget this, it was the day that the big statue of Saddam Hussein was toppled in Baghdad in the middle of the gulf war, and I remember watching that when I had my lunch, and then the doorbell rang and Martin was there.

So we brought him in and we sat in my front room, and he asked me a question. He said, "Nige, what's the most important thing you've got to do for this business of yours to be a success?" Which is a horrible question, and I flipped and flopped around quite a bit, but I settled on the answer. I said, "Well I guess I've got to get and keep enough customers. If I've got enough customers, one way or the other, everything else will get taken care of." And he said, "Nige, I think you're right." Oh, phew. Well, because you know, we all like to get the right answer, don't we?

Steven: Yeah, I like to get the question's answer right, don't we?

Nigel: So he said, "Well, that's great." He said, "So, when are you getting and keeping customers today then?" I said, "Sorry?" He said, "Well, you've just told me that the single most important thing for the success of your business, which by the way Nige I happen to know is the single most important thing in your life right now," because it definitely was, "you just told me what it is. Any sane sensible person that understands that would surely have some time set aside every day to do that single most important thing." And I didn't, and I felt utterly stupid, because the logic of what he made me realize was really compelling.

So I started a habit the next day, I didn't realize it was going to be a habit to begin with, but I'm a morning person, I'm at my best in the morning. You're lucky I'm even conscious at this time of night, to be honest, but in the morning I'm on it, I'm buzzing. At half past seven in the morning I'd have had the right shirt and everything, it would have been great, but-

Steven: Next time.

Nigel: So in the morning I start my working day, and does usually start about half past seven, and this has been going on for 15 years now, since the day after Saddam Hussein's statue toppled in Baghdad in March 2003, and for 15 years I spend the first 90 minutes of my day, between half past seven and round about 9 o'clock, working on the things that will make my business more successful, and that's when I develop new products, that's when I develop my marketing and I write my adverts, and I look at all the stuff that we're doing and I tweak it, because I have 90 minutes first thing in the morning doing my stuff that will make me more successful, that will move me towards where I want to get to. And if anybody ever bothered, and I don't suppose anyone ever will for a minute, but if you were to deconstruct how we have built nine separate million pound plus businesses over the last 15 years, what you will find is that they have all been built in 90 minute chunks.

And the biggest problem for most people running businesses, particularly people running osteo practices, and physiotherapists, and chiropractors, particularly the challenges they have, because when we get into our working day we're always busy, because there's always patients to see and there's paperwork to do, and there's staff to look after, and there's all the admin that needs taking care of, and all this other stuff gets done and we never find the time to do the stuff that will actually make the practice, or make our lives, closer to what we

want them to be, and that 90 minute chunk, and even if you can't do it every day. Although sometimes, hey, just get up a bit earlier, you know? I'm a morning person, and there are plenty of others within EC who are night owls and they do their 90 minutes late at night.

Steven: Because they do it.

Nigel: Doesn't matter when it is, do it when you're at your best. I'm ring fenced, there's a sign that hangs on my door, you've seen it, it says do not disturb unless building is on fire. And that is a real, people do not come into my office, my phone is turned off, my desk phone is on divert, because I do it in the morning, the last thing I do when I leave the office at night, my email is closed down, because you can't have a little sneaky peek at the email. It's like a little worm that gets in your head. So when I come in in the morning, I know what I'm going to do, and that stuff gets done first, and it means then I can emerge and I can tackle then whatever the day throws at me, because I've done the most important thing. And in that regard, it is by a country mile the most useful ingredient for a business.

Steven: There's two things about that. First of all, shock horror, I mean turn off your phone, turn off your email. People think, "Oh, I've got to answer the phone if the phone rings. It could be a patient."

Nigel: But we don't. Okay, I mean the reality is that that's a problem of ours in our head. We might like to think we are completely indispensable to the universe, but the reality is every single person can be disconnected for 90 minutes. I'm not asking to go for 90 days, or every 90 hours, it's 90 minutes for Christ's sake. I mean, just get over yourself, you're not that important. As far as answering the phone's concerned, get someone else to answer it if it's the practice phone, get a call answering service to pick up any calls that ring, because you pay a heavy price, because if you get interrupted, decimates the 90 minutes.

You might only be interrupted two or three minutes, but actually the thought process is gone, because when you're in your 90 minutes you want to be at your most productive, because we are all of us prolific, relatively speaking, for certain chunks. We can get in the zone, we're concentrating, we've all been in that situation. And you get in that situation three, or four, or five times a week, well you can make a massive difference to a business, because 90 minutes compounded, that is 28 hours a month.

Steven: And most of the practitioners I know go through their working day, they treat their patients and they're thinking idly about, "What do I do to get some more patients?"

Nigel: Yeah.

Steven: Or, "Maybe next month I'll do a newsletter or a flyer." But they're not doing focused stuff and planning.

Nigel: That's the point.

Steven: But there was a second question in there, and that is you talked about what have I got to do to move my business on.

Nigel: Yeah.

Steven: Now, I don't think that's your aim in life, is it? Your aim isn't to move the business on, you're a lot more specific about your aim.

Nigel: Well yeah, my goals have changed a lot over the years.

Steven: Well they will, yeah.

Nigel: I mean in the beginning, in that very first year in business, I'd walked away from the corporate ladder and I had to earn £100,000 because that's what, I'd been used to living off that because that's what I was earning when I was paid, and my logic was very simple. I was blissfully ignorant, if I'm honest about it, at the time, but I figured, "Well, if someone else is paying me that money I must be able to earn more than that myself." So the deal I had with Sue, my wife, was that in the first year of me running my own business, which my business started on the very beginning of January 2003. So in 2003 I had to move £100,000 from my newly set up business account into my personal account, and my deal with Sue was if I did that, I would carry on and I could have my own business. If I failed to do that, I would go and get another job whilst I was still employable, and I was very focused on that.

Although my driver wasn't actually the money, if I'm honest about it, my driver was the avoidance of the shame and humiliation that I would have felt if I'd failed, because everyone thought I was a bit bonkers, [crosstalk 00:26:39].

Steven: But you did have a tangible target, didn't you?

Nigel: Yeah.

Steven: And when you've talked to me about this you've said, "Well look, we don't need to put it in monetary terms, you could say you want a holiday here, and a house there, and a new house, and whatever and that will give you a figure." It's not the figure, it's what you want to achieve.

Nigel: The most useful thing to do if you know deep down that you are deserving of more income, a difference in lifestyle, if there's things you want to achieve or do in your life that will be made easier by having more money ... And I do recognize cash isn't ... that there are more things in life than money, I do understand that, but it's a common factor. We all need it to some extent in order to survive. The most useful thing you can do is book a really expensive holiday. The more expensive the better in my experience. And the classic one that we've used ... We have a little club with the Entrepreneurs Circle. It has 164 members that are members of the Disney World Florida club. This doesn't apply to everybody, I recognize that, but just adapt it. If the thought of Disney appalls you, then just adapt it.

But if you've got young kids in the UK, the vast majority of parents would like at some point to take their kids for a holiday at Walt Disney World in Florida. I promise you it's miles better than Disney World in Paris. It's just a hundred times. But people put that off because to take a family of four and do it anything like half decently you're in for 10 or 12 grand. It's not a cheap holiday. But there's not a business owner watching this tonight, there's not a practice owner who couldn't if they wanted to, generate an extra £12,000 of cash for them in the next 12 months. The great thing about holiday is you can book it tonight. You can go online and book it tonight and you only have to pay £400 deposit. Okay? The remaining £9,600 or whatever it is isn't payable until ... If you book it for the October half term next year, you don't have to pay it until August next year, so you've now got 12 months to raise the 12,000.

The thing to do is to book the holiday, pay the 400 quid and then tell everybody what you've done. Tell the kids especially. Tell the grandparents. Tell all your friends what you've done. Tell everybody that you're going to Disney-

Steven: Have some pressure.

Nigel: ... next October because then you will then deliver. At the end of the day, we're all lizard-like aren't we in truth? Everybody, we're all lazy to some extent, but doing that ... Because we won't let down our kids. The embarrassment, [inaudible 00:02:34] to cancel it, it will enable you to do the

right things. The great thing is then when you generate the 12 grand which in this instance is a grand a month extra you know, and you pay the balance next August, but the things you're doing, that money will keep on coming. Now you've got an extra £1,000 a month. That's how we start to build the steps in place and that little trick really, which is what it is, it's a trick because that's what ... we're just tricking ourselves, but we're getting benefit out of it.

As I say 164 people now have done that and they've booked the holiday that they never would have booked before because what most people that own their own businesses do, they get to decide where they go on holiday by how much money's in the bank holiday three weeks before they're going to go. That's a really passive way to go through life because it's indicative and symptomatic of other failures in life. We can take control of this, we can absolutely build a vibrant practice or we can build a mediocre practice and the truth of it is you get to chose.

Steven: Some questions ...

Nigel: Oh crikey, go on.

Steven: It's a nice long one.

Nigel: Are people are really watching it?

Steven: Yeah people are really watching and sending in their questions. Sadly, this person hasn't given us their name but whoever it is, he or she says, "I've spent a lot of money on my clinic, reception large and good first impression, only been open just over a year, tried going round with leaflets and cards et cetera, not one patient back from that", which probably begs a question ...

Nigel: Yeah.

Steven: " ... most patients from word of mouth but so slow in building. Feel as a chiropractor, we fight negative press, and the knowledge people have about chiropractic, and the knowledge people have about chiropractic, find that most people think I do the same as a physio or a sports massage therapist. Any ideas how to get patients through the door?"

Nigel: Yeah. Absolutely. Okay, so the first thing is the missing piece of that information, because I do recognize and feel for that person because they've invested in themselves, they're following their passion with what they're doing, sounds like they've invested in some nice premises and it all looks really good, but then what was ... read it to me again [inaudible 00:04:37], they've sent out what, did they say?

Steven: They've sent out cards and leaflets.

Nigel: Cards and leaflets. So what did those cards and leaflets say? Because I would wager a pretty penny they'll have said, "There's a chiropractor here and here's the phone number to ring." What people look at, especially because ... the person answers their own question, we have to get, when we're creating any piece of marketing, what we have to do is get into the mind and the head of our ideal customer and we have to talk to them. We don't care about the person that are not our ideal customers. So help me out a little bit here then, so who would be the ideal customer for that particular chiropractic?

Steven: [crosstalk 00:05:15] Particular interest ... let's say I really like treating people with frozen shoulders.

Nigel: Right, okay, alright, so in that regard then, an ideal customer will be someone suffering from a frozen shoulder. I've never suffered that, what would the symptoms be?

Steven: Well they'd have trouble moving their arm, ladies have trouble putting their bras on, you'd probably have trouble reaching up to high shelves-

Nigel: Great, okay. So these are some headlines here. Have trouble reaching up to high shelves? Uncomfortable putting your bra on? And I'd describe ... cause I want to get ... cause that's not all about me as a chiropractor, it's all about them, wanna get their attention, and my leaflet would talk specifically about the things that I can help with. And then, when I go on [inaudible 00:05:56] and I'd write a little bit of copy and I might exactly as they've said it there ... [inaudible 00:06:02] you've heard about chiropractors, and I'd put it right ... here's fact number one, fact number two, fact number three. And I'd have some little testimonials alongside that of people who, "Oh I couldn't use to dress myself, and it was so painful every morning, I used to dread getting out of bed, and now after three months-

Steven: But the flaw in the plan, Nigel, is that you can send a thousand of these things out and there may be three people with a frozen shoulder, but there's loads of people with sore backs or sciatica.

Nigel: So then what we do is we print on both sides of the leaflet okay. We print on both sides of the leaflet, so we probably [inaudible 00:06:33] leaflets that have to be A5, you know, you could go A4. And you could probably get four different treatments on the leaflet for instance. Or you could do all sorts here around what's it working.

But we need to get in the heads of the customer. We've got to create some awareness in what we do, but not just we do it, but why they should chose

you. Why should I come to your practice, why should I come and see you as opposed to going to my GP or whatever other options that I may have.

And it's our responsibility as business owners to get our message out to our ... the customers that we want, the people that are there. And leafleting is actually a great way for practices to get their message out. But, the way to do it, and so few do, cause marketing really is all about maths, and so what we have to start to look at ... You could get 10,000 leaflets kinda printed and distributed for, in round numbers, 750 quid. Now if we look then at the ... what would the value of a typical patient be that someone came in for a treatment?

Steven: Can easily get 650 quid.

Nigel: So, that's just for the first session? You wouldn't fix them straight away would you?

Steven: No, there'd be maybe three sessions before you fix them, maybe four or five.

Nigel: Okay, so, average spend £250?

Steven: Yeah.

Nigel: So if I put 10,000 leaflets out, I need three new patients for me to cover the cost of that. And that's not a great return, all I've done is cover my cost and I've had to go a bit negative because that took a bit of time for that 750 to come back, and then get all that back to you. But what if we got six or seven. Cause if we write the leaflet properly we might 17 or 18 and now it's a different ballgame isn't it. But the trick is that we have to be consistent because the leaflet has to drop with a degree of frequency. And the leaflet should be dropping not necessarily every month, but maybe every two or every three or every four months. I want to make sure my area know about me. And I'm building up the stories that I'm telling and I'm telling real life stories in the words, and in a way that people will be able to relate to. I'm not talking about me. I'm not at that point talking about my lovely practice ...

Steven: Thing is nobody trusts testimonials do they?

Nigel: So ... I have said that testimonials are dead, which is true nowadays, because of course what matters even more is the reviews online. Reviews are way more popular ... way more important sorry than testimonials. And again, cause alongside my leaflet distribution, which I would definitely be doing ... cause in every business, in every business there is a cost to get a customer. If we get lucky, we pick up a few cheapies that come through at no cost because people talk about us. But, to build a meaningful business that's

gonna achieve a level, a standard, there's gonna be a cost to get customers. So we gotta do some marketing somewhere and the maths is about us understanding what can we afford to spend to get a customer? And most people, the most limiting thought process and the most limiting approach that business owners have and it applies across many, many sectors and industries, not just this one, is that they think too cheap about getting customers. And the truth is ... if you are not ... you build it into the whole piece. And then they think they've gotta compete on price, and of course that turns into a whole new minefield there because when you competing on price, and your prices are too low, which is another symptom that we often find with people that don't like marketing or don't [inaudible 00:09:57] then they also don't like to charge too much money. And when you don't charge enough money, you can't provide a good enough service. Cause you now can't actually great people in the way that you want to, you can't create the right first impression. You haven't got enough money to do the things that you want to do. You can't go out and do the marketing because the revenue coming in isn't enough. And the maths matter a lot, and there are a lot of businesses including some that we all [inaudible 00:10:20] today whose businesses are built on fraudulent maths.

Steven: And to put that in further perspective actually I've maintained for a long time that the first impressions and the atmosphere of the clinic are actually an important part of the healing process as well, because-

Nigel: I'm sure that's true.

Steven: There is, I don't know if it's researched evidence, but there's some evidence out there that all the psychological stuff out there does matter, it's not just the physical stuff that matters.

It goes beyond your five treatments doesn't it? Your 250 quid, because actually that patient, having been a patient once is likely to come back in six months' time [crosstalk 00:10:50]

Nigel: Yeah. And they'll know other people. [crosstalk 00:10:51]

Steven: So they are worth more than just that first [inaudible 00:10:55].

Nigel: Yeah, but the ability to think that way ... if you're looking for a leaflet drop to repay its money from first appointments, then it can start to look very expensive. But that's a flawed way to look at it, because it'll be very unusual that someone will only come once, and you have to start to look in the [inaudible 00:11:17].

Steven: The other part of this question, from, and I'm really sorry I don't know the name of the person who asked the question, feel free to tell me ... it says that he or she feels as a chiropractor, they're fighting negative press. What ... I don't know if you've ever had negative press. What do you do about negative press? Do you take it head on, or?

Nigel: Well, okay. I think in that context there, well again we've got the ability to ... we're not passive any of us in this now. We don't have to take anything in this regard. And if I was a chiropractor who cared a lot about my practice, my reputation, what I'm doing, and indeed my patients, I would be putting out to the world useful, helpful information. I put out a little weekly video, every Wednesday, we call it NB-TV, we've been doing it for over 400 weeks now, and every week on a Wednesday afternoon, happened today, 2500 people engage with me, and we build our audience and that's ... they spend time with me.

Steven: [crosstalk 00:12:26] Now we have four cameras and lights on us at the moment. People can't afford this stuff to do an equivalent of NB-TV.

Nigel: No, but everyone's got a bloody phone Steven. All my NB-TVs are filmed on my phone. In that regard, we got Facebook Live nowadays, which is a brilliant tool. Facebook Live is a fantastic tool cause it forces you to do it ... once you press that button you are live. And the trick to doing this is a really important part, I was really keen to talk about this today because if I was a chiropractor or osteopath or anything, I would be committing to putting out a video, a single video every single week. And I would be talking about ... and I would be just putting the videos out there just to help people. And I'd be telling them, I'd try and make it a little bit entertaining in the right way I can. They're only quite short, they're only two, three, maybe four minutes long and I'm talking about particular things that are happening. I'm not trying to sell in it, I'm just getting my message across. And if that particular message [inaudible 00:13:22], oh we get a bad press as chiropractors, well then let's contra that and let's put ... let's get the right messages out. Let's explain to people what you do and how it works, and who should come, and let's just explain it ... tell the stories of the situation that happened. Cause it's happening in all our businesses we've got stuff going out that we can share and people are too shy and too slow to put themselves out there.

Steven: But does it matter if, I mean you're great on-stage, you're great on camera, does it matter if you're not ... if you're awkward and shy and-?

Nigel: Look at some of my early stuff. Because at the end of the day I worked hard at getting better, because it's like anything. You weren't great at what you do when you started. If we go back to these programs here, [inaudible 00:14:11] beginning that intro there you were ... on GMT radio. [crosstalk 00:14:14].

But not in the beginning. Cause we learn stuff. Don't worry, we get so fixated on ourselves and we worry in a way that people don't ... just do it. And just start to get out there. And by the way Facebook Live when you do it first of all no one'll watch it. You'll end up with like eight or nine people seeing it to begin with, but it's a great way to practice. As you start to put it out there, and then you've now got a reason then to start to communicate with patients and people that you can build a [inaudible 00:14:43] ... you've got something to pop out there. And the more engaging you can make it the better it will be.

And people love stories by the way. Stories are what really catch people rather than kind of preaching to people, just tell them a story. Tell them a story about a particular patient, you don't have to mention the name or anything, but just create the scenario and tell the story as to what's happened cause people connect with it. "Ooh that's exactly what my symptom is" or "that's what my mother's symptom is". And they'll start to connect and because they've seen you telling the story, they'll come to you.

Steven: Somebody in my list of questions has also said, one thing they're nervous about is the advertising standard agencies guidance and guidelines, which are quite strict for us, because there are things you're not allowed to talk about. But actually people will know that I'm a bit robust about this, and one of the things we're not allowed to talk about is for example cranial treatment on children, or the efficacy of that treatment. But actually in a video like that you can talk about it, you just can't say I can fix your child's problem with this. You could say there's been some of this in the press perhaps, and there are a lot of people who feel this is ...

Nigel: I understand how the ASA works ... but you are allowed to talk about stuff. My recommendation, a lot of the videos that people should do, the weekly videos, in the weekly videos, absolutely, definitely do not sell. Okay, just talk and tell stories about the stuff that you do to demonstrate your competence, your credibility, your level of caring and people will warm to you, and just tell the stories. And there's no regulation anywhere that says you can't tell the stories. Tell them in the right way.

Steven: And the bottom line is that if you do something that the ASA doesn't like, they won't know about it unless someone complains, and if they complain actually all you have to do is comply with what the ASA says, which is stop doing it. And if you aren't selling it doesn't matter.

Nigel: And that's right, I've had two ASA complaints over 15 years and both of them were dealt with very straight-forwardly. One of them, someone had challenged ... they said that we hadn't [inaudible 00:16:48] million pound businesses, so we just had to send a whole pile of accounts to the ASA. And that was all signed off and we can still talk about that for instance. In another

instance that was something said, and we just took it out, cause we've got plenty of other stuff we can do.

And again, it's interesting isn't it? How people conspire to stop themselves doing the things that will get them to where they want to get to.

Steven: And I do appreciate that there are a lot of chiropractors at the moment very nervous about the I think 300 currently going through the disciplinary process over complaints about what their advertising says. But remember that was advertising, which was making claims for what they could do in their clinic, as opposed to discussing a particular nature of treatment, which is I think a different thing. To finish this one off, I don't know if you're aware of this, but we actually use our dog in our regular videos for my clinic, and it's called In Bed with Badger.

Nigel: Okay.

Steven: And Claire sits down the dog, and talks to the dog about what ... [crosstalk 00:17:45] people love animals.

Nigel: [crosstalk 00:17:45] that's a nice little dynamic to make it work.

Steven: And we have some loyal followers of Badger the dog. Anyway, going back to those leaflets again, apparently this was sent in by Susan, a question about leaflets, and she says that she's been round, she's spoken to every place that she left leaflets with ... gosh ... perhaps, Susan, I tell you what, you've said that your leaflets are bullet-pointed and you've also got a Facebook page and Twitter, we'll talk about Facebook in a little while, maybe Twitter as well, but maybe if you send me a copy of one of the leaflets I'll have a go at doing a marketing critique. I've learnt a lot from the giant on the left here.

Nigel: We'll do it together.

Steven: Oh, really? Blimey.

Nigel: There you go we'll do it together. Send us your leaflet, Susan. I want to have a look at it. I want to get me teeth into it. Send me your leaflet [crosstalk 00:18:27], I'll make it better.

Steven: Can I share it with everybody, what your crits are, if Susan says so?

Nigel: Yes, absolutely, if she's happy with that we can do. But the other thing is, she says that she's been around everywhere she's left leaflets. Now we're talking about two different things here. Because I'm talking about if you're doing leaflets, you need to drop them through everybody's door.

Steven: You're talking about 10,000 ...

Nigel: I am talking about dropping 10,000, not putting them up in the post office or leaving them in doctors' surgeries something like that, I mean do that as well, there's no harm in doing that, but that's not how you would ... you're not gonna have the same impact [inaudible 00:18:55]. If you drop it through 10,000 doors ... and the costs are not that expensive when you look at it.

Steven: Digital printing's really cheap, innit?

Nigel: Really cheap, yeah. But I'll say, you'll get 10,000 ... as a ballpark 10,000 leaflets printed and delivered for 750 quid.

Steven: Allison you asked a question about the ASA. I think we did cover the ASA, if you need to know more about problems there then ask me separately and I'll talk to you about it ...

Nigel: There's a lot of them there, isn't there?

Steven: Yeah there are. They're coming through quick and fast. The magnetism that's ... Can we have some tips for sole practitioners as well who don't have reception support, and there are a lot of practitioners like this. They can see the point of the sticker on the forehead can you please make me feel special. But are there any pitfalls we can avoid ... oh, the question has just disappeared.

Nigel: So how would it ... where would a sole practitioner normally practice?

Steven: Well a lot of people will be practicing from home with a single treatment connected to their home, or they will have hired a room somewhere where they are the only person, they go into that room, they use it themselves ...

Nigel: So once again see ... let's just think about the particular circumstance that you've got ... I do understand why there are a few more restrictions and constraints [inaudible 00:20:00] but recognize the please make me feel special and let's look at what it is that you can do. And one way to start it is will be to go outside onto the pavement or wherever people would normally get out their car, or off the bus to come to you, and just walk towards the place where they're coming as a patient, and look at what they're seeing, and look at the sign. I mean, one of the things you see a lot is all the doors are covered, all these warning stickers ... and just start to look at it. See it through a patient's eyes.

Steven: Monica, I hope you're watching this.

Nigel: But then when you come inside, what could we do here to make people feel special? To make them feel more welcomed? You can get pop-up banners, they're very portable, they're like six to nine quid or whatever, you know you could put all sorts on there. Even when you are a sole practitioner, even looking at the refreshments that you provide, even having, you know, in this hot weather we've had, iced waters like really, that's like the loveliest thing, isn't it?

Steven: You know what impresses me? You go to a hotel for a conference, you know some of your conferences and all around the place they've got those big, dome shaped jugs and they've got fruit in the water and you just help yourself with the tap, and actually that's a cheap thing to do to make people think, wow that's [crosstalk 00:21:21].

Nigel: That's what I'm saying, there are little ... All the stuff we do, I mean if I'm honest, I don't have that many original, creative thoughts, I mean most of the stuff we do is stuff that we've seen elsewhere, and that includes the [inaudible 00:21:35]. That's a great example of what we can do there. Look at what's on the walls. And as I say0

Steven: Typically you go into an osteopath's waiting room, or I'll speak to osteopaths and they'll be-

Nigel: Beige

Steven: Won't have the New York skyline or stripey wall-paper, or it's paint actually isn't it? It'll have the price list, the cancellation policy, it'll maybe have a muscular diagram ...

Nigel: But you see ... people are interested in people, so if I'm running a practice, and even if I'm a sole practitioner, I've got a nice, a big frame of my patient of the month. I'll take it and hang it on the wall when I'm there and take it away when I need to do so, whatever. Cause when you start to have a little collection of them, and people are interested in people. I just look at different ways. The more you share about yourself, by the way, another really smart thing to do, you know the digital picture frames? If you've got family, if you've got kids, young kids of your own, or grand-kids, or anything else, a digital picture frame sat alongside that has got pictures of your family, or you doing things, is a tremendous way to engage with people. Cause people are always interested, they'll always look at it, and it gives you a starting point. And you become a more normal human person. I mean you could even ... who knows ... who knows whose kids they are on the digital picture frame? That's the nice way to ... Cause you want people to warm to you, because whatever business you're in, but particularly given what you

guys do, people buy people. And there are things you can do to accelerate them and pull them closer to you.

Steven: Next question. I don't know who's asked this ... Oh, it's from Claire actually, not my Claire, a Claire. How do you feel about advertising in publications like local magazines, local newspapers and so on?

Nigel: Well with any marketing the trick is to test. Cause all that matters in truth is the response that you get is the fact of the matter we talked about earlier on. Now the reality is that it is hard to get consistently good responses through many print medias. There are some exceptions. The little kind of parish magazine type local community magazines, the ones that typically go out monthly that are full of ads can be a really rich source of ... and they're usually very cost effectively. You'll get half a page for 50 quid or something, or a page for £100. And you can start to [inaudible 00:24:13] that and tell a story as well when you're going through there. Local newspapers typically, for this sort of business, it's difficult to make them work. They're here today, kinda gone tomorrow. Little magazines tend to hang around a little bit. The glossy magazines ... again the thing is to talk to the publishers and get you some sort of deal to try and test them, but there's usually better things you can do with the money. Any marketing spend we're looking at well, you know, how much can we afford to spend to get a customer. And I'll spend the money with as many media as I can that will deliver me a customer for that return.

Steven: Going back to that maths, you know, what you can afford. If you're gonna get 250 quid back from a typical customer, you could spend half of that to get a customer maybe, if you take off your cost.

Nigel: If we look at what a marketing plan perhaps ought to look like, you would definitely be on Google Ads, because Google Ads is there for the people that go to their computer and search for ... and you do your keywords very carefully, but people that do search for 'osteopath' or 'back pain in [inaudible 00:25:19]' 'cure my back-pain in [inaudible 00:25:20]'. You want to appear. And people get frightened on Google Adwords, oh my god, it's £3 a click. And I say, yeah, and your point is? Cause the cost per click doesn't matter. It's the cost per appointment that actually matters.

Steven: You just answered one of my questions.

Nigel: Okay, well, so Google Adwords would be the top of my list.

Steven: But Google Adwords, we've done this quite a bit at our own practice, and the problem is surely that you've got to spend a lot of time on it, cause there's keywords, there's negative keywords as we're finding out audiences-

Nigel: Yeah, you've got your 90 minutes.

Steven: You've got your 90 minutes.

Nigel: It's one 90 minute session a fortnight on Google Adwords. It may take two 90 minutes to set them up. But, but-

Steven: How long to learn how to do it if you've never done it before?

Nigel: Google now they've introduced actually ... Google have introduced just in the last two months something called Smart Campaigns and actually they're gonna make it a lot easier for people watching tonight to use Google Adwords because it's all machine learning and artificial intelligence. And they are optimizing in a way that humans ... I mean, if we have a panel of the six best Adword practitioners in the country we would probably get there eventually, but the machines are getting there in a fraction of the time. And it's accessible to everyone now, Google Smart Campaigns. So that can remove a lot of the work there. You do need to know what you're doing, we call it the Google stupidity tax, cause Google are very good at taking money off people that don't know what they're doing.

Steven: You can set your budget, can't you? You can cap it.

Nigel: Oh absolutely, no, yes, that's true. You can cap your spend on a daily basis, or a weekly basis, or by campaign and Google will optimize it. And there is a lot of complexity to it, but going back to what we said earlier on, you can't build a successful business without a consistent, rhythmic flow of new customers. And what I promise ya is that Google Adwords, it will be absolutely be the first thing on my marketing plan for anyone that's got a practice, because the people you're capturing there are the people they are looking for what you do and they are the easiest people to convert into appointments and patients, cause they are actively on there looking for what you do.

Steven: Which differs from Facebook Ads, [crosstalk 00:27:28] where they're just gonna get shown it to everybody, yeah.

Nigel: Yeah, Facebook's different and there absolutely will be a return to be had on Facebook Ads, but it's a completely different approach because we're going out there then to find the people, whereas on Google, they are looking. They only see your ads when they type in the keywords that you have specified and you know what people are looking for. So that will be on there first.

Steven: Does Smart Ads talk you through the negative keyword concept or does it do it for you, or?

Nigel: Well yeah it helps you, but what you want to do ... when your ads ... when you pay for a click, so that's what you pay for, is the actual clicks, someone clicks on your ad, you get to know every click that you've paid for, it shows you what the keyword was. Cause Google again works very hard to try to get you the best response possible. So let's think, so if you ... this is [inaudible 00:28:20] ridiculous, but it'll make the point, so if you were ... if you put the words 'back pain' in and you did it on broad match, so broad match that Google uses, cause it'll now look for any phrase that's got back pain in it. And Google are very good because then you might end up finding that you're getting people clicking who search for replacements 'back window pane' for instance, even though there's a misspelling. [inaudible 00:28:48] so you go negative keyword window pane and it never happens again. When you add to the negative keywords, Google don't show your ads for anything that involves the negative keywords. By the way, you don't want to go on broad match, not to begin with, because it'll spend your money too quickly. You need to learn as you go through that, so you go very specific, but-

Steven: So the alternative to broad match is?

Nigel: There's a number ... we can't ... to go and do a full tutorial is not the right way to do it, but, and you would need to get some instruction. We have online courses on Google Adwords that you can go through in four or five hours, which again is three or four 90 minute sessions and you can have that playing while you set your accounts up, and then you're good to go and you can run it through. But Adwords will be there for anyone that's trying to make a business out of this, because you're gonna attract the people that are looking for what you do.

Steven: Just want to move on cause I'm conscious that we've flown through the time already, just to acknowledge Susan, Susan says that she's sent in the email and the places she spoke to where she left it were the local gyms and leisure centers, which is fine. But we'll get back to you on that Susan, that'll be really fun for us.

Monica says she is watching, Monica has just set up a new practice in Bristol.

Nigel: Okay.

Steven: And just to reinforce what you said earlier on, when we have done adverts in my own practice, we have followed the guidelines that you and your organization have fed out to us, and it's worked really well, much better than the crap we were doing beforehand.

Nigel: Yeah, well-

- Steven: Because we were totally uninformed about it in those days, so thank you for that. Right, who've we got here? "The reality is, people are price dictated, how do you compete with people's own view of how much treatment to them is worth? Price appears to be more important than recovery", so says somebody anonymous.
- Nigel: I do recognize that in any market, price plays a part to play, but it is absolutely not the only factor. And if you allow yourself ... the minute you allow yourself to think that it is the only, or the decisive factor, then you're in a rush to the bottom, and life will always be hard. So we don't all drive around in the cheapest motorcars, we don't all dine out at Nandos restaurants, we don't travel at the back of a plane even, and part of this is about thinking around what can you do that people will pay more for? I mean we [inaudible 00:31:19] at the beginning about please make me feel special. All of a sudden the price factor's a lot less when you do genuinely feel special.
- Steven: Provided you can get them through the door in the first place.
- Nigel: And I get that. But for everyone that is looking for the cheapest, there's someone looking for ... I want something a bit more expensive.
- Nigel: I'm having a bit of a crisis at the moment because my barber has fled to Egypt, as well as wearing an appalling shirt tonight, which I'm embarrassed about, but I'm also feeling a little ungroomed, Steven. I'm struggling because I can't find a barber in [inaudible 00:00:26] that will give me an appointment. They all want me to just turn up, and I'm not prepared to do that because time is too precious to me. It got to a point today where I said, "Look, I will pay double, but I need to know when I go in at 10:00 or something in the morning, I can sit straight down."
- It's an issue. I promise you, I'm not the only person that feels like that. There are other people who would pay more to have an appointment for their haircuts, and we need to find the equivalents in this field, and then the people want rid of pain. I've got some experience of people who, it's actually a lot less price sensitive than you might think.
- Steven: You've often made the point that people who haggle over getting the cheapest product, the cheapest appointment, whatever it might be, are quite often the customers who are hardest to deal with, as well.
- Nigel: They're always the hardest. They're always the hardest. They pay the least and expect the most. Don't shop there. Go get other people. There's plenty of patients out there who value and appreciate a higher level of service and attention for whom you can give longer appointments and you can give them

more of your time and a better environment and they'll pay you more money.

I do get that geography plays a part in this. I do understand that fully, but again, there's nothing that says your practice has to stay where it is. You could always move it, but price doesn't have to be an issue. 99.98% of the time, which is a made up statistic, the problem is in the head of the business owner, not with the customers. We tell ourselves a lot of shit sometimes.

Steven: You make a lot of noise about guarantees, certainly in your business. In fact, you've got a product going out at the moment where your guarantee is if you don't get back four times your investment, then you get your money back and you get to keep the product.

You can't do exactly that in a clinic like ours, but what should people be doing do you think? What would inspire you to come and see me in terms of, first, I've got to challenge you more because then I'll make you come in, you'll have an appointment.

Nigel: It is interesting, isn't it? I don't know enough. I need to be wary here, but I do know that a good guarantee should make you feel a little bit queasy as a business owner. If you can't back yourself, why would you expect your patients to give you money and back you?

Steven: Well, given that you've said that time is precious to you, if I said to you, "Yes, of course you've got an appointment, but here's my guarantee is that we will not keep you waiting longer than 10 minutes. We won't overrun more than 10 minutes, and if we do, then we don't charge you for the appointment." Is that-

Nigel: That's very helpful. That's very helpful, because you're right. That's a big deal. You can layer the guarantees up, for instance, but that can only be helpful, can't it?

Steven: I've heard of practices that say that if we can't fix you in three treatments, then we don't charge you for the following treatments, but that of course is a dodgy ground to go down because many conditions will take longer than three treatments to fix.

Nigel: It needs thinking through, but again, all these have got a little common thread, because they're all about putting yourself in the head of your ideal customer and seeing the world from their perspective, which is a different perspective to yours. What I said, I chose that word very carefully, your ideal customer, not every customer or the ones you've got. Who do you ideally want to see, because that's who you want to appeal to.

Steven: There's a single mom watching this.

Nigel: Okay.

Steven: She says that finding all this time is so difficult. Sorry, she's a mom of two. "When I'm a single parent during the week." Sorry, she's not a single mom. She's a single parent during the week. She hasn't got the time, and she's got to do the housework while she's watching this.

Nigel: Yeah, listen. Life's hard. It is, and business is hard. I understand that fully. I also recognize, and I said earlier on, that there are other things in life that are important, but we have to make choices. The reality is, there isn't a magic pill or a flag that you can wave that will suddenly flood your practice with patients. You have to do the right things and think about them properly and then execute, and that does take time. Usually, the business owner is the best person to do that. Doing 90 minutes four or five days a week might not be a feasible prospect for that person, but do 90 minutes one day a week. You wait through. There isn't an easy pill.

Steven: The lady who sent that question in, get in touch with me. Give me call. Send me an email and we'll see if we can think around how it might be different, because I'm sure there are ways of making better use of your time, maybe if you just share the thought with somebody else, because another head's always better than just one.

Nigel: Yeah. It's definitely true. Again, poor people are not good at telling you where the time went.

Steven: Yeah. Okay. Now, there is one, going back to leaflets. I don't want to move on from this. We were talking about this. "I sent out an initial leaflet to homes about my specific avatar's aches and pains. I followed up a month later with another leaflet wondering why my avatar hadn't seen me yet, then I sent out a third leaflet in the miniseries asking why my avatar hadn't booked in yet. It worked wonders for me." Okay. Actually, I thought that was going to be a complaint, then it turned out it really worked.

Nigel: Well, the thing is, what's happening there is I talk a lot about the rhythmic acquisition of customers. It's a beautiful thing. It's like the holy grail of business, when you've got customers arriving at the rate in which you need, you have a rhythm of the growth of customers coming into your business.

Rhythmic acquisition is always preceded by rhythmic activity. There's things going on. Why that will have worked, it will have been well written and well crafted, but it's dropped in month two, it's dropped in month two, it's dropped in month three. People that saw it in month one won't have

responded to month three in some cases, and we've got that rhythmic activity starting to kick in.

Steven: There's another thing, isn't there, attributed to various people I think, but 20 times you see an ad, it said only on the 20th time you see it that you actually do something about it. It need not be 20 times, but it's got to be in your mind.

Nigel: It is true that repetition does build a reputation and people get used to seeing you around, and if you support a leaflet. That's, by the way, when things like Amazon and Facebook can be really helpful because you don't actually need them to click the needs. They just need to see you because you get into people's consciousness and they start to see you.

Steven: We're going to come back to that in just a second, but I've got one here, which is a really useful question. "Any tips for asking for online reviews, because I'm rubbish at asking," apparently, says this person. I don't know who it is.

Nigel: Well, I had a very interesting experience with this. I mentioned my optician earlier, who I went to see on Saturday. Last week, I got a newsletter from my optician, and it came through my door. It was posted out to me at home, and his opening ask was very funny, because he said, "Goodness me, doesn't time fly past? It seems only yesterday since our last edition in January 2017." What a prompt.

He then spoke very openly. He was very engaging. [inaudible 00:07:56] it was all written in his newsletter, and he wrote about the reason why this newsletter was coming out, because he had had a one star review, and he told the whole story how it really upset him at the start because this lady that left a one star review wasn't even a customer. He explained what happened. He'd never paid any attention to reviews on Google at all, but they had two, and they were both five star reviews and they were very grateful for them. They had no idea who'd given them or what they'd come from.

A few weeks ago, this lady rang up in the afternoon asking for an eye appointment, eye test appointment the following day. They were full, and she was then at great pains to make sure that when she had her appointment, she would be able to take the prescription elsewhere to get the glasses from a cheaper optician, "Because I know how expensive you are," is what she said. They couldn't fit her in. They were genuinely full with their customers that pay them lots of money. This lady went onto Google and wrote this very awful review about what [inaudible 00:09:03] and she'd never even been and couldn't get an appointment.

He said, "I wonder if you could help me out, because right now, we're sat with two five star reviews and one star review on Google, so our average rating is 3.6 or whatever, and I know we've got such a lot of customers that do like what we do, and if you could find just a couple of minutes to go onto Google and leave us a review, we'd be really grateful." What happened is he's now got 120 reviews on Google.

Steven: All of which are five stars, and one one star.

Nigel: That's the point. The first thing you've got to do is get reviews. Reviews are important. Whoever asked that question is bang on, they do matter. You have to get systematic and rhythmic at asking for them. You have to make it real easy.

Now, the first thing I'd do is I would have a little card printed that I would give out to everybody. I'd get in the habit of giving it to everyone who'd been to see me, and it would come a little personal note from you, and I might even put it in a little envelope, just a little tease. That's what I'd do. I'd make sure I'd give it to everyone that I know that they've been happy with what's happened.

They'd open the envelope, and if it was personalized, it'd be even better. Before each day's appointments, I might just have to write, "Dear Steven," and I'd put it in the envelope and I'd say, "[inaudible 00:10:17]. If you could do it, I'd be ever so grateful," and you eyeball them, shake their hand, off they go.

On the other hand, I'd say, "Dear Steven, we rely such a lot on word of mouth to build this business, and it's so important what people say about us online, as I'm sure you're aware nowadays. If you enjoyed the treatment and we've made you feel better, we'd appreciate so much if you could go onto Google or wherever you want the reviews to be and just leave a little review about us. Not only I'd appreciate it, but so would Sarah and Annie and Matt the butler. We all think it'd be fantastic. Thanks ever so much."

Steven: That works really well, doesn't it? You're going to make my team feel so much better.

Nigel: People will do it. Not everybody will do it, but if you hand out 10 cards, I bet you get four or five reviews.

Steven: If you don't send them out, you won't get any.

Nigel: Well, it's hard then, isn't it? You haven't asked. In that little scenario, you haven't had to awkwardize yourself at all. You haven't had to ask.

Steven: Now, to do that, you've got to have a Google My Business page setup on here, I think.

Nigel: Yes.

Steven: Which is not hard to do.

Nigel: Well, my goodness me, right. Okay, so let's just recant what I said earlier on, because I said that Google AdWords would be the top of my list for marketing, and it would be on my list, but that's because I've got my Google My Business thing sorted. If you have not ... Where's the camera? I'm going to look over there. If you have not got Google My Business sorted properly for your business, go and do it now. Leave us playing in the background. You've got to keep this thing running for your CPD, but it's not as important as getting Google My Business sorted out for you right now today.

Basically speaking, you go and claim the page. That's all you have to do tonight, because then they send you something in the post with a code, because they make sure it's all authentic, and then when you go in with Google My Business, the more information you put in there, because you can put in there opening times and photographs and bios and all sorts of stuff, the more you give Google in your Google My Business listing, the more you will be rewarded, broadly speaking.

Steven: And the more frequently you update it.

Nigel: Absolutely, and you'll be [inaudible 00:12:09] more often and more frequently. It will work there, and it also becomes the home for your reviews. I would think for the people watching, Google Reviews will be the best place to collect the reviews. For instance, we've got some businesses for whom TripAdvisor is really important because they're hospitality or restaurants or that sort of thing.

Steven: I think Google, for clinics, Google is a really good review platform.

Nigel: Oh, no question at all, absolutely no question.

Steven: Equally, Facebook reviews, as well.

Nigel: Yeah. Sorting Google My Business out matters a lot.

Steven: Right. Now, really quickly, Xena asks this. "What are your views on networking meetings? I find them uncomfortable and so avoid, but are they high on your list of useful activities?"

- Nigel: Well, all right, okay. I'm going to caveat this one with it depends, because the problem with that, networking is great but it is time consuming. If you are not comfortable meeting with strangers and you are particularly shy or inhibited, then it be a very difficult thing to do and really the returns can be very spartan.
- Steven: There's a thousand groups out there trying to take the money off you to join their networking [crosstalk 00:13:23].
- Nigel: It all comes back down again to the cost to get a customer. Now, in this case, it's not just the cost of going to the group. It's the time cost, as well, because that hour and a half or two hours, it's probably even a bit longer if you've got to drive to get there or whatever, that you're there, you could be spending that time doing other marketing.
- Look at it from a mountain. What's the best use of my time? I do think the challenge for osteos or chiropractors is the chances, I don't know about you, but I've got 100 people in the room, statistically how many on average are going to require my services?
- Steven: I think the problem, I'm very skeptical about networking because I think so many people in networking go to sell to other people in the room.
- Nigel: Yes, that's true.
- Steven: Also, they're not listening to what you say because they're worrying about what they've got to say in a few minutes time, and so I find them limiting, with one exception. The Women in Business Network, which Claire goes to, has proved to be a goldmine. Not a goldmine. It's really useful.
- Nigel: It's [crosstalk 00:14:26] and you pull things.
- Steven: Yeah, and they get on very well. They talk like women do. They're all about healthcare, and the people of the group are very, very good at getting information out to their friends and colleagues and other people, but that is that one local Women in Business Network. It may not be the same in other places.
- Nigel: That's why I think Xena said that [inaudible 00:14:43]. When I used to go to networking, which I did in the early days, I made a point of doing the exact opposite, because I like to do the exact opposite of other people, because that tends to lead you to a customer. Can I go on a tangent for 30 seconds?
- Steven: Tangent away.

Nigel: Okay. You've heard me talk about 1, 4, 15, 60, and 20 before. It breaks down into any group of businesses. 1% super successful, 4% fabulously well, 15% are getting there, 60% are getting by, and 20% at any one time are struggling, which means when you look at it that 80% of people in your sector are wrong about everything because they're getting by or struggling, which was never the plan when they started now.

Now, I've done that quite quickly, but it means that when you go to networking, 80% of the people at the networking are doing it wrong, and so I'm always trying to find the contrary way to do it. When I used to go to networking, I never used to hand out my cards at all. I never used to try and sell. I just used to find out about them, so, "Oh, tell me about your business," which people love because they love to talk about that, and I've got quite good at moving on quite quickly and that sort of thing.

[inaudible 00:16:01] I'll drop you a note and if it was worthwhile or whatever, and then I'd go around and just collect cards. Then, I could follow up, which again, going back to my 1, 4, 15, 60, 20, which is like only the 1 and the 4 or 5% that you'll follow up from networking. The other 95% don't do anything about it.

Steven: A lot of people go to networking, and every single email address they collect, they then send out an email to.

Nigel: That's not what I'm talking about. I'm talking about a little personal note, because I'm clocking what's happening. I remember what you were talking about a while. It's actually your mother that's got a cold shoulder or whatever else it might be, and I'm going to follow up in that way and I'm going to offer and try and find a way to help.

I've been doing those videos that we talked about earlier on, and I've been talking on my stories, I might send you a link to a video that's really appropriate for you, but it's a personal note that's going to go through. That means I would've put an hour aside after the networking session to follow up properly the following day or later that evening.

Now I'm looking at that time and I'm saying, "Right, is this a sensible use of my time?" Because in three or four hours, I could get my rudimentary Google AdWords training done and I could have my AdWords campaign set up. In three or four hours, I could get Google My Business sorted, which would definitely be a bigger return because there's no money on Google My Business at all.

It's about weighing this up. It's not about whether this is good or bad. It's relative to you and sometimes we have to try things and test them before we

know for sure, because lots of marketing, it's very rare that marketing works the first time. We have to test it, and that would apply to networking, as well.

Steven: I'm going to talk very briefly. I hope you're going to talk very briefly.

Nigel: I'll try.

Steven: It's difficult. About newsletters. I've got your latest newsletter here.

Nigel: Okay.

Steven: Nigel Circular. It used to be called The Entrepreneur's Circular. Oh, because, because what? I've noticed this on mine.

Nigel: Yeah. Well, yours would say Steven Circular.

Steven: It would, and you send out thousands of these.

Nigel: Yeah, we do. They're all personalized. They're all digitally printed. In every edition, we always put it on the front cover, so we put every member's name so it comes as your circular. Then, there will be a handful of three or four references and use of your time inside. We don't go overboard on it. We're quite subtle about it, but in there, there will be references and use of your name.

Also, what we're starting to do from next month is the magazine you get will be slightly different depending on what services of ours you're using, because we're now going to start personalizing one or two of the pages. Now, that won't be obvious to you as the reader. We've been doing this for eight and a half years now.

Steven: This is what, 48 pages?

Nigel: 44, I think.

Steven: 44 pages, and it goes out every-

Nigel: Every month it goes out in the post to our members. That's quite an unusual thing. Just to be clear, that's not what I would recommend anybody watching this tonight produces a 44 page magazine for everyone. That would be complete overkill, but what I will tell you is that a printed newsletter is the single most powerful way to build long-term sustainable relations.

Steven: We had a question about email versus print.

Nigel: Well, there's no question. At the end of the day, gosh, email now is so superficial. We were sat here in the five minutes before we came on and we both picked our phones up and we went, "Delete, delete, delete, delete, delete," and we just cleared our inboxes before we even got sat down because it's so easy to wash it away.

When your newsletter lands, that's harder to ignore. People don't get a lot of these things, whatever side. My optician's one that I mentioned, by the way, was eight pages, okay? It was two sheets of A3 with a staple in it. It was eight pages.

By the way, there's a formula to a newsletter, because again, people get it wrong a lot of the time, because there needs to be what I would call relevant content, so you would talk about cases and medical stuff and backs and shoulders, whatever else, but there'd also be semi-relevant content, and there'd also be non-relevant content.

The more you give of yourself in your newsletter, the more useful it'll be. Just to be clear, that's actually quite unusual that I am actually on the front cover of my newsletter. It's not unheard of, but I'm not the big picture on the norm. This is edition 101. Can you imagine? There are not 101 previous front covers with me on the front cover, but what there is if you read my newsletters and a lot of our customers do, it's one of the most valued things that we publish and put out there every month, we have very high engagement.

If you read the newsletter, you learn a lot about me. You know what I enjoy doing. You know about my family. You know where I travel to, and that makes it easier for people to engage. People feel that they know me, and that pulls them closer, and that's what we all want as business owners. You have to give of yourself and talk about the things that matter to you, whether that's the TV programs that you watch or the holiday that you've had, the dog that you mentioned. The more you give of yourself, the more you'll get back from people.

Steven: The most popular bit of our newsletter in my clinic is my rant.

Nigel: Yes. Well, you're good at rants. You are, you are. I remember encouraging them, fueling your rants when they began. Again, that is not just true for you. It's true for everybody.

Steven: Yeah. There'll be something that everyone can put in which will make them [crosstalk 00:21:32].

Nigel: You put in your patients of the month. You talk about things that happen with people. You may talk about the staff at different times. You'll share

things that are happening with them. You can talk about a good book that you've read. It doesn't have to be always about business or work, but you make it a regular thing, and start off doing it every three months and just putting it out to the patients. I asked [inaudible 00:21:59]. Everybody gets it. All his patients get it. He sends it out to three and a half thousand people in the post with a stamp on it.

Steven: Well, we blitz our local post codes.

Nigel: Yeah.

Steven: It's expensive. We only do it every three months, but we blitz the local post codes, which is nearly 20000 odd [inaudible 00:22:14].

Nigel: You lose it effectively like a flyer almost, yeah, yeah, yeah.

Steven: Because what I wanted, I recognized that I could put somebody through the door and they haven't got a problem, but they need to know me by the time they get the problem or know about our clinic by the time they get the problem so they think, "Oh yeah, there's a bunch of nice people there."

Nigel: Yeah. Newsletters are a smart thing to do.

Steven: Yeah. Anyway, we've got nine minutes left. There's one thing which-

Nigel: I'm hungry now.

Steven: You're not allowed chocolate until we finish.

Nigel: Okay.

Steven: One thing I wanted to go into, we were going to talk a bit about Facebook. We haven't got time for that, but I did talk to you before we came on air about Messenger marketing. Personally, I have found it to be really, really good. What's your view?

Nigel: Well, it is really good. The whole Facebook piece right now, and has been 18 months or so. Facebook is our most lucrative source of new business, and it's also a really effective way for us to communicate with our customers. How are you using it?

Steven: Well, we're putting out a Facebook post which drives people to Mini Chat. Mini Chat is an app which synchronizes with Facebook and collects the names of the people. Some of you will have been through this. If you looked at our

GDPR campaign or you looked at the one that's going on at the moment about fitness to practice, that's connecting Facebook with Mini Chat.

We put out a post. We get people to engage with us through that. Mini Chat collects their names and then they've told me what they want to hear about, so if you said, "I want to know about GDPR," I don't send you stuff about anything else. If somebody says-

Nigel: Somebody said, "I want to hear about GDPR"?

Steven: Yeah. Oh god, yeah. Dear me. It was a really popular one. It builds an audience. It's translated into a database that I can use elsewhere, but it's a really nice database because I know exactly what you said you wanted. It's GDPR compliant because you've asked me to give you information about it, but it's complicated and difficult and should be [crosstalk 00:23:53].

Nigel: Well, yeah, again. Listen, we've all learned to drive cars, do you know what I mean? It's easier than that. The thing is, a lot of this, we've all got our followings. There's some stats which tell us now that one in every five minutes that people are using these devices in the UK is spent on Facebook, and that is a lot of time. The truth of it is that your patients are on their devices using Facebook and they're all very comfortable using Messenger.

Again, it's all about putting ourselves in the place, in the eyes, in the head of our potential customers and communicating with them in a way that they want to be communicated with, and Messenger's really effective for that. It works well. I don't know. We talked about Mini Chat. You probably learned that. We were probably one of the first people to talk about it in the UK. Mini Chat, as Steven said, it's an app that allows you to use Messenger in a very commercial way. It's very simple to use.

Steven: But it just doesn't come across as commercial, does it?

Nigel: No.

Steven: Well, I suppose it could do if you used it badly.

Nigel: Well, yeah, I've got to say, it's like anything in there. If your messages talked about book an appointment now, then you could do it badly and do it wrong, but there's good training out there. Mini Chat is a really good tool to use. Again, it's another one of those things that you check every 90 minutes. When I learned about Facebook Messenger somehow, I'm like, "How might I be able to use that with my patients?"

You would find again, where you've got regular customers, we have a whole bunch of our customers who communicate with us through Facebook Messenger and Mini Chat collects that and aggregates it all up for us and we use that as the tool, but it's how people prefer to be communicated with. Messenger would be a great way to remind people of their appointments, for instance.

Steven: Yeah.

Nigel: It would be a really good way to ask for them to leave a review.

Steven: Yeah.

Nigel: It would be a great way to follow up after you give them that little envelope with the card inside it and suggest, "How are you doing today, Steven? Any chance of that Google review?" With a little winky face, and people respond well to that.

Steven: Yeah. You guys are all over those emojis, aren't you?

Nigel: Emojis are brilliant. I promise you. I'm a little bit surprised how often I use them now, but emojis are really, really good-

Steven: Can you believe I actually use them now?

Nigel: ... for getting engagement now. You see, there we are. The proof is indeed in the pudding. Again, most people don't, and you used to have your emails and your subject lines and your copy. It makes you more human. It pulls people closer and you want a relationship with them, and emojis definitely help in that regard.

Steven: Okay. A couple of things, run through a couple of questions in the last few minutes here. "Do people have to have a Gmail account in order to leave a Google review? Sorry if that's a dumb question." It's not a dumb question.

Nigel: Okay. Yes, I think they have to have a Google account, don't they? That is true, but again, just to be clear, you don't need everybody, and I have another place to collect reviews, whatever it may be.

Steven: Facebook.

Nigel: Yeah, Facebook reviews would be just as good if they haven't got a Google account, or you could always put on the back of that little postcard that we mentioned that you could get done, you could actually copy and paste the

instructions from Google as to how to get a Google account. It can be on the back of the card.

Steven: Right. Question, "Our leaflets, should I pay for solo leaflet drop or be included with others? I know in my area it's cheaper to be part of a big drop. It's around 90 pounds to 100 pounds per hour to be the solo leaflet."

Nigel: Yeah. Again, if you're going to go out and do it, I wouldn't worry too much about the leaflets, but I want to make sure mine stands out, so I'm looking at what it's printed on, how it's printed. I might go A4 folded in a way. I might do a little mini newsletter. I just look at ways to make it stand out. I don't want it to be just another glossy A5 lightweight flyer that you just get.

Steven: The quality of the paper and everything else will make a difference there, won't it?

Nigel: It needs a bit of thought. What's on the paper is much more important. We got a carpet cleaner who has got a very big business, and he spends a lot of money. He's spending 20 grand a month on leaflets across five counties. His leaflets are ugly as hell. They are A3 folded, colored paper, black and white. Looks like a broad sheet newspaper, but for his 20 grand he's bringing in 120000 pound of business a month. It's amazing.

Steven: He knows it's coming from those newsletters?

Nigel: Yes.

Steven: Yeah, because he's doing-

Nigel: It's the same flyer. He drops it-

Steven: Everyone.

Nigel: Yeah. It's all tracked. He's got tracking numbers on them.

Steven: Which is another important thing, which we haven't got time to cover, but knowing what comes back from your marketing is useful. About newsletters, so somebody says they've done the GDPR forms and they think that 90% of their patients have signed to say they do not want newsletters.

Nigel: Well, okay. I never asked my customers whether they wanted a newsletter or not because unfortunately, a lot of people do a lot of stupid stuff in May around GDPR. Having consent is only one reason. If you've asked that and they've said no, then you can't send them one and you're screwed. There are

six reasons under GDPR why you can communicate with people and send them communication. One of them is because they've consented to it.

Steven: Yeah.

Nigel: Another one is legitimate interest.

Steven: That's a broad category, isn't it?

Nigel: Yeah, but it can be your legitimate interest, and there's a process to go through and you can document about why you're sending this out, but you need to be careful because again, it's very awkward, that whole thing. I feel sorry that they actually asked people if they wanted a newsletter because you don't need to do that. You've had form a view, but technically if they've said no, you shouldn't send them one.

Steven: Well, I could talk for hours about GDPR, as I have done in the past. We've had two of these broadcasts about GDPR [inaudible 00:29:53]. I'm with Nigel. You don't ask if people want a newsletter. If they've asked you to deal with back pain, you can send them stuff about back pain, and that could be quite wide ranging as long as you give them the opportunity to say, "No more, please."

You can ask us more questions if you want to and I and my team will answer those for you. I know there are lots more questions coming in, which we're not going to have time for, but we will get back to you with some answers, I promise you. I might try and ask Nigel if he'll answer some, but that might be preying a little bit on his patience.

Nigel: We'll do one. You can send them through.

Steven: I've got a question here that says, "What are the GDPR implications of Mini Hats?" I think it's chats.

Nigel: Mini Chats.

Steven: I will talk to you about that one, because we mentioned it briefly a moment ago. The GDPR implications are that if people say they want to hear from you, then you've got their permission.

Nigel: I do find it fascinating that the eagerness and willingness with which people are prepared to allow things to get in the way of their success, genuinely. The whole GDPR thing is not out there to stop people like you and I and all these people watching tonight growing our businesses and doing the right things. It's out there to stop the scammers and the shysters that really abuse this stuff, and that's not what any of us are doing. This is authentic, real

communication that's got integrity, and we shouldn't have to worry, and you don't have to worry if you think about this properly.

Steven: The ICO have been open about that, haven't they? The Information Commissioner's Office.

Nigel: Yes, they have, very much so. It's in no one's interest to shut this whole thing down. The economy would all dry up.

Steven: Our last observation, "Competition is high in a rural environment. How do you elevate your profile, especially when pain is not and should not be your focus? Better functionality might be useful." Well, actually, perhaps they've answered their own question there.

Nigel: Well, probably, and also personality. Be someone. Be someone.

Steven: Wear colorful shirts.

Nigel: Well, be someone. Stand up for something. Get all the stuff we talked about today, all the videos. Rise above everybody else, and then the people will come.

Steven: You stand out from your competitors in this market because of the character of your business, the way you portray yourself, and all that sort of stuff. I'm not blowing smoke up your ass here. That's what you set out to do and you do it very well. Now, this is your chance to tell us what you can do for people, Nigel, because a lot of people out there are going to say, "Marketing is bloody complicated. I can't be arsed within 90 minutes," and I know from personal experience that you can make this a lot less painful for people and a lot easier for them. What have you got going on at the moment?

Nigel: Well, our organization's called Entrepreneur's Circle, and you'll find us online. There's all sorts of things and ways that you can do it. We work with a lot of physios, in particular. We have quite a handful of chiropractors. We have a few osteopaths that are members and that use our services. It's how you and I met a long time ago. If you have a look around online and you have a little sniff, you'll get a feel as to what we're like because it's more this sort of stuff, and we've got all sorts of training facilities. I mentioned this camp where people come here physically. We're near [inaudible 00:32:50] Birmingham. It's a long way for a lot of people, so we have a lot of stuff that happens online. We've got different products, things that can help you. Have a little sniff around, EntrepreneursCircle.org. You'll see what we do. If they contact you, we'll look for some of these questions and help people out tonight.

Steven: Yeah, thank you.

Nigel: That's all we're about is helping the core of British business to be more successful.

Steven: Yeah. I was hoping to coax you into telling people about your Game Changer plan.

Nigel: Oh, the Game Changer. Throw out the Game Changer. The Game Changer is a new product, which is all the best marketing campaigns and email campaigns that we've used to get reviews, to get referrals, to get people to come and see us, to book appointments, how to run Google My Business, how to use Facebook. It's all wrapped up in a single package, which is available at I think, oh my god, I've forgotten my domain name.

Steven: Well, we'll make it known to people.

Nigel: I'm pretty sure there's a hyphen in it somewhere. Ahhh, [inaudible 00:33:51].

Steven: We'll tell people. It doesn't matter. Nigel didn't come onto this program in order to sell his services. I think Nigel sells his services without trying to do that, so I didn't warn him I was going to talk about the Game Changer. We'll make the website known.

You're under no compunction to buy from Nigel. It's just that if you don't want to do the marketing yourself, there are services out there which can help you, and actually the guarantee I talked about earlier on I know applies to this product, which is if it doesn't work for you, you don't get four times your investment back, then you get your money back and you keep the product anyway. Nigel puts his money where his mouth is.

I'm really pleased for Nigel coming in this evening and spending 90 minutes of his time with us, because I know how valuable his time is to himself and how much he charges for his time when he goes out and serves other businesses individually. Nigel, it's been great.

Nigel: Hope it's been helpful.

Steven: Of course it is.

Nigel: All right.

Steven: It's a great pleasure to have you on the set again, as it was last time. We'll ask you again in a couple of years time when you've got another couple of products.

Nigel: I'll look forward to that.

Steven: Thank you very much indeed.