

FOR THE ELITE OF THE DRYCLEANING INDUSTRY

## Turning Loyalty Into Profitability

*“Staying ahead of the competition”*



**BY  
DENNIS MCCRORY**

What does it take to turn more of your regular customers into your ideal customers? What are the real components that connect loyalty to profitability? The following is a three-dimensional look at your customers loyalty and its impact on your business.

### Attitudinal Loyalty

There are four elements behind profitable customer loyalty. The first element is attitudinal loyalty. We have to start by recognizing that mere satisfaction is not enough. It's been found that 50% or more of a company's highly satisfied customers are not particularly loyal. Is satisfaction necessary for loyalty? Of course it is. But satisfaction does not equal loyalty. Attitudinal loyalty is about wanting to do business with your company. It is not about mere satisfaction, though satisfaction has a role. It is critical, operationally, that companies understand the customer's take away - their assessment of how well you did when they engage you in different touch points. This are particularly important in drycleaning where

front line staff do their best to serve the customer according to your company's standards. The question is – are they doing it well? Does the customer perceive following the standard as being acceptable; is it satisfactory enough to support a loyal relationship? I agree that satisfaction has a place, but it is all about your operations and the customer's perception of them. In other words, do they want to be loyal with you? Basically, attitudinal loyalty is a measure of their wanting to do business with you.

### Behavioral Loyalty

The second element is behavioral loyalty. Research shows that when customers have a choice in the market where they give you a share of their business and somebody else another share – how much they spend with you relative to other companies is critical to business performance. In fact there are several studies that identify it as a key indicator of business success and business performance. Behavioral loyalty then goes beyond just wanting to do business with you. It's literally about them spending more money with your company

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relative to what they spend with others with similar services.

### **Customer Value**

Not all customers are equal. It's commonly accepted that most company's profit comes from about 20% of their customers. And if that's true, another 40-60% are break-even customers, with the remaining 20-30% actually costing you money. That is why loyalty efforts need to be directed to your most profitable customers. When you talk about what is an optimal level of loyalty, or a maximum level of loyalty a company should strive for, the answer is it depends on profitability and retaining profitable loyal customers.

### **Actionability**

The last element that's necessary in terms of measuring and managing customer loyalty, is actionability. What makes this element critical is making sure you take into account the different segments that lie within your customer base. Most programs only help you understand major segments as a whole. When we talk to clients about how they want to segment their customer base, they talk about small, medium and large customers. They talk about regions. They talk about elements that are organized or profile characteristics that they're used to thinking about when they describe different types of customers. When you do your analysis and you get data back and you're doing key driver work on those, you are trying to optimize the findings across a fairly large heterogeneous group of customers and that limits the ability to which you can really drive improvement.

### **How Can You Use This Information to Drive and Manage Growth?**

First we have to realize that customers can be high on behavioral loyalty and low on attitudinal loyalty, and vice versa. It is not unusual to find differences and that might be because the person

who makes the decision is not the person who actually engages with you and have no choice even though they prefer to use somebody else. The wife tells the husband where to take their cleaning. By first charting attitudinal and behavioral drivers, and then adding a third dimension – customer value in terms of profitably loyalty – drycleaners can begin to get a clearer picture of their most profitable customers.

These are customers who want to do business with you. They give you more than your share of business, and they're profitable. If you think about it, the percentage of customers that fall into that space reflect the one number you need to measure and manage, because as that grows, as you turn more of your current customers into these ideal customers, you will see your business grow.

### **Moving Customers from Other Areas Into Becoming Ideal Customers**

We need to be able to address the needs of identifiable customer segments. In other words, what are the drivers of your most important segment levels: convenience; quality; price; or, a combination of these and other factors?

Most drycleaners have never taken the time to segment their customers. I recommend that you use a data driven segmentation. It doesn't have to be fancy, it just needs to be factual. When you have data driven segmentation that's developed to differentiate, in an addressable way, then you have the ability to act upon it and you get tremendous actionability.

Simply put, this approach really can help drycleaners take their satisfaction and loyalty programs to the next level, while also supplying management with the one number they need to monitor in order to achieve business growth. ♦

# What to Do? What to Do?



BY ED ROTH

I've been hearing a lot of sad stories from cleaners lately. Pieces are down, profits are nowhere to be seen, customers are driving up in their Mercedes, but leaving for a lower priced cleaner, and more than ever

I've been hearing the complaint that customers are just getting harder and harder to please. In the last few weeks I've experienced two such stories. One happened to me, and one to my friend who has a great store in a nice neighborhood on Long Island.

I got a call from my manager while I was making an important delivery driving on the highway. I just HAD to call one of my customers who had landed in Israel and HAD to talk to me. I told her I was not getting off the highway, but she insisted since this customer only had a 20-minute window that I could call him. I pulled off the highway and dialed his cell number in Israel. "Ed, I just had to tell you how disappointed I am. You cleaned my suit, I'm here in

Israel, and I noticed that one of the buttons is cracked. I am really very upset and shocked that this happened. What are you going to do about it?" If I wasn't speechless, I would have told him that I would take the next flight to Israel as I had just passed LaGuardia airport, diagnose the problem, find a button store in Israel, and buy some thread and a needle and sew a new button on, then take the next flight back. I couldn't think that fast so I told him how sorry I was and to please go to the nearest dry cleaner and get a new button and I'd reimburse his Dad who is currently still living in our neighborhood. It wasn't good enough. He wanted some measure of flesh, blood, or some body part to atone for our mistake. The funny part is that we're the only cleaner in the neighborhood that makes sure every button is in place, and if one is missing or cracked we have 800 boxes of buttons to find a match. Yes, we missed one. I can't help thinking of the strife in Israel between the Palestinians and Jews, the rockets overhead, the security at every corner, the life and death struggle, and in the middle of it all is Yitzi Gold calling me to complain about a cracked button. You can't make this stuff it up!

My second favorite story is my friend's. A very good, but high maintenance client came in with a pair of pants that was obviously worn after cleaning (you could tell by the cat folds in the pants between the legs). She said she took it out of her closet. Later on, the story changed to her taking it out of her luggage. Voila. A spot was there that hadn't been there before. The pants were now damaged since a gold pattern of sparkles was missing from the area of disaster. After much consternation, my friend said he'd take care of it and, please, just get a new pair of pants to replace those. Her reply was classic. "Taking care of it is just not good enough!!!!" My friend was obviously quite shaken by her response and the situation became worse as he tried to explain that he would take it back to the store and get the new one. She

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## Members Only

Would you like to read your  
Golomb Group newsletter on line?

It's now available under the  
"Members' Section" of our website  
[www.golombgroup.com](http://www.golombgroup.com).

Simply enter the  
**USER NAME: "golombmember"**  
**PASSWORD: "soundadvice"**

We'll be changing these from time  
to time, so keep posted!

**WHAT TO DO? WHAT TO DO?**  
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wouldn't let him complete a sentence and his frustration caused him to keep digging a deeper and deeper hole. This was the same customer who had a pair of cleanable sneakers ruined. She screamed and yelled that there was no way of replacing them, and that she was going on an extended trip in a few hours. My friend "Googled" the sneakers and within an hour had a new pair hanging on her doorknob. Not good enough!!! He ended up sending her flowers the next day to "explain" the fact that he was sorry that he behaved so poorly, as he was having a bad day. She is a \$500 a month customer and he just did not know what to do. When do you just shut your mouth and send the customer a check? How can you keep your cool when the customer is yelling at you and won't even give you the opportunity to return the item to the store? When is a good customer not a good customer? How much \_\_\_\_\_ do you have to take before you can't take it anymore. When is the time to open the window as the actor, Peter Finch, did in "Network" and scream, "I'm mad as hell and I'm not going to take it anymore?"

These are important questions, because we are all dealing with this every day, and it seems that we are seeing and hearing more of this kind of behavior. My friend explained that when he was making a lot of money these things were easier to take and a check was easier to send out, but as things tightened up and profits were less, these exchanges seemed to bother him much more. In our drycleaners networking group we all offered opinions:

- a) Empower someone in the store to take care of these types of customers.
- b) Just send the check and shut up.
- c) Fire the customer after you send her a check.

- d) Send it for analysis and send her the analysis report with a check.

Some cleaners empower their CSR's to fire one or two customers every year. They believe that there are just a few customers that cause most of the problems, and politely firing them and explaining that your business just cannot satisfy them is the best route to take. They also empower their CSR's to solve any problem up to \$250 with no questions asked. However, they explain that it's not easy for their CSR's to do this.

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**We are not  
drycleaners.  
We are  
customer  
satisfaction  
professionals**

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My friend was concerned that sending a check sends a signal that he made a mistake and is not such a great cleaner. His image is important and admitting that he ruined a garment doesn't sit well. How do you send a check, accept responsibility, admit you are wrong, yet keep your reputation and dignity?

So what is the answer? Is there just one answer? What are the important aspects of this seemingly escalating problem of overly-demanding customers?

The first thing to remember is that we are in the CUSTOMER SERVICE business. We are not dry cleaners. We are customer satisfaction professionals. Our business is worth zero without customers. We could not pay one salary, one bill, or one repair without customers. Our vacations, children's schools, meals, cars, and home mortgages are all paid by our customers.

The second thing to remember is that although these stories tend to resonate and really bother us, the reality is that they are a tiny fraction of what

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# How Committed Are You?



BY JAMES PEUSTER

Million dollar question I ask anyone who contacts me about growing their pick-up and delivery services: How committed are you? Great question if you truly want to do some soul search-

ing on investing the time, money, effort, resources and staff to growing your business. I ask, "On a scale from 1 to 10, how committed are you." If they answer, "Around a 7 or 8," I then ask them to pick up a pen on a commitment scale of 8. It is impossible. Only 100% commitment of picking up the pen is possible. Here lies the issue I sometimes see when on an assignment; lack of focus on direction, resources and monetary commitment in order to make a serious effort at building successful routes.

I hear it all; routes take too much time or effort. Many operators make it a pet project for their nephew, uncle, etc. Others believe that it can run by itself and thus in turn, it runs itself right in the ground. I've seen a handful of operators try so many different things and never get 100% committed to a solid system of operations. The point is, routes work best when you focus on what I call the 3M system: Marketing, Maintenance & Management.

You cannot stop marketing your routes. Sure you will grow with referrals and the normal exposure of the van. But you must be committed to having a

nice, clean van with a wrap or lettering that looks professional but not too busy. Your bags must have your name on it as well as other operating pieces. Your brochures should be more than just self-printed on dull white paper in black and white to get your point across. You can grow the best with a personalized marketing plan that includes sales staff or at least a route manager who can field any prospect's calls and inquiries. Quite often marketing takes a back seat to the daily grind of dry cleaning.

Too often I see situations where a route manager is desperately needed but operators feel that the route can be self-run by commissioned drivers. This position is critical in all phases of route development and in areas of marketing and customer service. A route manager can also be the back-up driver to ensure that you don't skip a beat no matter what gets thrown at you. Many routes grow when someone else is hired to "drive" the delivery side of your operations.

Maintenance is also critical when it comes to keeping your routes going. This includes utilizing your manifest and a customer retention strategy. I call this internal marketing in which you increase your sales from within. Many feel that just delivering a quality product, on time, is good enough - not true.

The bottom line is that I ask you to look at your commitment level of your routes, which includes your production and retail staff. If they are not fully onboard, either, then you'll never get the growth you need. ♦

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# Dennis Porter

## Nu Yale Cleaners

### Jeffersonville, IN

Each month we profile a cleaner that we hope will be of interest to all of you. Each person that we interview is always anxious to help other cleaners by telling their story. This month's profile is no exception. Dennis Porter, Manager of Nu Yale Cleaners in Jeffersonville, Indiana, has one



**Main Plant**

of the more interesting stories to tell. Dennis is an innovator. He is always seeking new ideas and trying special "stuff" that can help him achieve a more successful business. He has also had the unfortunate experience of seeing both the "joy of victory, and the agony of defeat." As an owner, he watched the bank foreclose on his dream. Experiencing both success and failure is a very humbling experience. Dennis has risen above it all and has become very successful.

Back in 1952 Dennis grandfather started a dry cleaning business. In 1968 his Dad and two uncles took over the operation.

They added uniform rental and fire restoration. In 1985 they split the business up and Dennis Dad took part of the dry cleaning and the fire restoration. In 1990, his Dad retired and Dennis and his brother took over. In 1995, Dennis and his brother split things up. Dennis ended up with

12 stores. All were drop stores except for one central plant. In 1999, Dennis had a plan to open up many more stores and he embarked on a mission to have 25 stores. He achieved this goal with a lot of hard work, planning and by borrowing

a lot of money. Unfortunately, his timing was off. Just as he completed this plan, discounters came into the area. As the discounters spread, casual wear and dress down days became more prevalent. As Dennis tells it, "You can't handle leveraged buyouts with sales dropping. The bank forced my hand and I lost my business, and just about everything else I had. No one would ever want to experience what I went through."

Fortunately for Dennis, about a week later, another bank was in a similar position of foreclosing on a dry cleaning operation. They knew of Dennis and offered him the opportunity of running this failing business.

Dennis took the job of running the operation and trying to make it profitable with an agreement from the bank of some type of equity or percent if it was sold. A little more than 3 years later, the operation was on its feet and Dennis was in a position to buy it. About a week before closing, the bank decided to sell it to someone else and Dennis was out of a job once again. He did get a severance package and a piece of the new sale. During this time, Dennis was involved in running a cost group in the Indiana area. One of the members of the group offered Dennis the job of managing Nu Yale Cleaners. Dennis accepted the chance to once again run a big operation, and this is the operation that Dennis presently manages. It's a large operation with 12 drops, 2 routes, and the largest CRDN franchise in Southern Indiana and Kentucky. Dennis runs the operation with the same vigor and enthusiasm he displayed running his own stores. He is constantly looking to improve the business and is always willing to try new things.

At a Clean Show he saw a Metalprogetti and, after fully grasping the benefits, he installed one at the plant. It proved to be such a boon for production, and lowering labor costs, that he has since installed

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a second unit. He computerized all the stores with Spot software and remodeled every store. He



changed three-day service to next-day service and eliminated same-day service. He also began to heat seal the labels needed for the Metalprogetti into each garment.

One of the more effective innovations that Dennis put in place is the advertising campaign for Nu Yale. He instituted TV ads with local celebrities. He has the famous Louisville basketball coach, Rick Patino, touting Nu Yale Cleaners on TV. He also has a former Miss America from the area and a locally famous disc jockey telling everyone how great Nu Yale is with their e-mail ads as well as the TV spots. I presumed this would be very costly, but when I inquired about the cost, Dennis said that the celebrities get free cleaning in exchange for their ads. How great is that!

Dennis realized that there was a lot of drive by traffic at his stores and that capturing some of that would increase business. He installed electronic reader boards

alongside the road displaying different ads to bring people into the store or tout the route pick-up service. These reader boards are changed electronically and have added excitement and a fresh look to the businesses. While flying to last year's Clean Show, Dennis was intrigued by the fresh smell of chocolate chip cookies in his section. It was a warm and fuzzy feeling that he wanted to bring into his stores. He thought about how to do it. With a small toaster oven, Dennis was able to duplicate the baking of the cookies. The stores smell great and the cookies are offered free to the customers. Some of the stores also have flat screen TV's.



Others have cold bottled water for the customers. One of the drop stores even has a popcorn machine. All of these add a certain freshness and distinction to the stores. The plans are to make every store a flagship store with all the glitz.

In addition to the regular service, which charges \$6.20 for pants and \$2.30 for shirts, Nu Yale has added a Couture Service. This is part of the transition as Nu Yale became one of "America's Best

Cleaners." The new service caters to the high-end client. Wooden hangers are used for suits. Logos adorn each hanger. Shirts have folded sleeves and the French cuffs are folded with cuff links put in the cuffs. The couture service is double the regular price: \$5 a shirt, \$21 a Suit. It is really top of the line service.

The future plans for Nu Yale stores involve adding kiosks in the area. It is something that they are working on, but not quite ready yet. They hope to change each store into a signature store. They would be "stand-alone" and they own the property. Dennis knows that the prime locations are hard to find, but they are constantly looking. Obviously the price has to be reasonable. Dennis past experiences taught him, the hard way, to be careful of expansion and to constantly watch the bottom line.

The Metalprogetti goes hand in hand with heat-sealing labels into each garment. The process is ongoing and so far Dennis has had only one complaint about a label being permanently sealed into the garment. Dennis straightforward approach is to realize he can't please every single customer and he would not forgo the operation for one customer. He explained the process and when the customer still did not accept it, he told the customer that the operation would not allow anything else. He

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goes on each day in our stores. One customer like this can really throw you for a loop, when it is actually one out of 200 or 300 that might cause such a scene.

Our egos and reputations are not truly affected by such lunacy as most of this type of customer's friends know they are loose cannons. So check your ego at the door when confronting one.

It is not a question of right and wrong. As Milt Chortkoff says, "All Customers Leave Happy, Always." If you can remember this, you're halfway home. I have it laminated in several areas of my store. When I have such a confrontation, I take a deep breath and read the sign. By the way, the sign is for the employees and cannot be seen by the customers.

We spend a lot of money on advertising and developing a good reputation and good press and good word of mouth. Don't let one patron turn over the applecart and get our goat? Is it worth \$100 to make each customer feel super special and create a customer evangelist like Jackie Huber says in her presentations?

You must be able to step back and look at the big picture. Most stores are worth hundreds of thousands of dollars. Will \$100 or \$200 really upset the profit picture? Isn't our sanity and health and goodwill worth this investment to make sure the customer is always right?

These exchanges like the two stories mentioned are not for the faint of heart. If you feel as if you just can't take it anymore, then excuse yourself from this process and train one of your employees to deal with this type of customer. Perhaps it is time to get away from the counter. After 44 years of dealing with these problems, I am TOASTED & DONE. I know what's right for my business, but I just can't take it anymore. So I don't. I have my best CSR take care of these problems and I just tell her to make the customer HAPPY. It's as simple as that. It really is. Just because you are the owner, or boss, it doesn't mean that this is part of your job description. Empower your nicest CSR to deal with it. You have better things to do. In my case, I don't even want to know how my CSR made them happy. It doesn't matter. My customers are too important. My business is too important. And, most of all, my health is too important.

Think about these ideas and find which one is best for you and your business. If you have any thoughts that you can add about this problem, please feel free to call or email me. I hope some of these ideas will help you realize priorities of your business and your own well-being. Good Luck! ♦

*Ed Roth is the owner of U.N. Cleaners in Flushing, NY. He is an active member of the Golomb Group. If you have comments or questions about Ed's articles, please contact him by e-mail: edrothun@aol.com or tel:(718) 969-0207*

## Customers May Spend More If You Drop the Dollar Signs

A new study suggests: How a business displays its prices might affect how much customers spend.

Researchers at Cornell University found that restaurant owners who drop the dollar sign from their menus got clients to spend more - \$5.55 more per meal, on average, to be exact. The researchers noted that just seeing the dollar symbol agitated diners so much that they spent less.

Though the research is obviously geared toward restaurants, it might offer some advice for drycleaners, as well. Primarily, something as simple as how you display prices can have an impact on customer perception and actual sales.

"Especially inside today's environment, where customers are looking everywhere to squeeze pennies, this is really low-hanging fruit. This is incredibly easy." says Sybil Yang, the lead author of this report.

would rather lose one customer than spend an inordinate amount of time trying to please just that one. Another customer had wanted same-day service. The elimination of same-day service was a tremendous benefit to the whole production process and, again, Dennis explained that it would not be possible. Sometimes we turn over backwards for one solitary customer who wants things his or her way. Dennis feels it is counterproductive to turn things inside out for one customer, and feels it is a better approach to please the rest and keep costs and production running according to a system. I am reminded of my customer, Mr. Assil, who insists that his shirtsleeves be folded in front. I keep telling him that we'll do it, and the girls constantly forget, which ends up in an argument or just plain dissatisfaction. I think Dennis is right, and I should just tell Mr. Assil that this is the way we do our shirts. It certainly is not worth the few dollars a week that he spends in my store.

Nu Yale is doing quite well because of Dennis' dedication. Although he doesn't own the operation, he works at it as if he did. It is very unusual to have a manager who puts their heart and soul into the oper-

ation, but it is the only way that Dennis knows how to function. Dennis was able to tell me how many customers read the electronic boards (65% of people driving-by read the electronic ads) and what percent of new customers come in because of friends (15% of his customers recommend Nu Yale to their friends). He also knows how many new customers come back, as well as how many more garments can be marked in through the heat-seal system than through the old system (30% more garments). In other words, he measures almost everything and is able to "manage what he measures." He has started to see some of the lower priced cleaners going under and believes that the future is bright for the higher priced cleaner who tends to the customers' needs. His views are very straight forward, direct, and on the mark. For the clients he says; "Treat the customer nice. Give them a great product at a fair price." For the advertising he says, "Use all your resources on advertising and keep it consistent and constant. Don't stop." His overall view; "Keep an open mind. Try new things. Involve the customers in the store experience. Try to make each store distinctive and an eye opener." ♦

# Congratulations!

Golomb Group Member **Jim Varney, Varney's Cleaners, Dover, NH**, was honored as the Small Business Administration's (SBA) 2008 Jeffrey H. Butland Family-Owned Business of the Year. The award recognizes successful family owned and operated businesses that have passed from one generation to another. Nominees were evaluated based on their financial success, increased employment opportunities, potential for long-term growth and their community volunteer efforts.

# In Memoriam

Long-time Golomb Group Member Harlan Kretsch, Like-Nu Cleaners, North Mankato, MN, has passed away as a result of cancer. You may recall, about a year ago, we reprinted a newspaper article about Harlan, titled "Mr. Green Clean." The article featured Harlan and his wife, Irene, and their purchase of a new Ipura drycleaning unit.

While he had many struggles during his life, during the last few years, Harlan enjoyed a resurgence in his business and was very happily married to his new wife Irene.

THE GOLOMB GROUP WELCOMES THIS MONTH'S NEW MEMBER

**Alicia Perez**  
*Neighborhood Cleaners*  
Belvidere, IL



# Posting Price Lists

By Don Desrosiers

There was an internet discussion recently about posting price lists on a website. I have some thoughts about that. The first thing to understand is what a website is and what it is for. If websites are an advertising medium, they are a very poor one. Frankly, they are as poor as you can get. Sure, they promote your business and essentially explain to the viewer who you are, what you offer and why yours should be the drycleaner of choice. Sounds like advertising, doesn't it? The problem lies, not within the content, but in the manner in which an audience is reached. When you are watching television or listening to the radio, or reading a newspaper or magazine, products and services that could be of interest to you are brought to your attention. Perhaps you had no interest in, say, a new hairspray, a Toyota Camry or a Subway sandwich, but the ad is intended to reach a substantial number of possible new customers. The more unique the product, the more carefully selected the viewers must be. You won't see an ad for a new drycleaning machine on television, nor would you run a multi-million dollar ad for your neighborhood drycleaning shop during the Superbowl. A website is a brochure. And there is surely nothing wrong with having a website/brochure as long as you understand what you are trying to accomplish with it. If there is a product that you are interested in, but aren't sure that you want to buy, you may call the company for "more information." You'll get a brochure. Now, at your leisure, you'll peruse the brochure and make your buying decision based on how well the brochure sells you on the product or service. Prices are rarely on a brochure, but they are on websites because there is often an opportunity to buy over the web. In that case, the price must be included to complete the sale. Assuming that you are certain that a website effectively sells you, that is, it effectively convinces a viewer that you are the go-to cleaner in town, you then can use the website as an advertising medium by advertising the website. The ad doesn't have to say much, other than to convince a prospect that they need to visit your place in cyber space. There, you get to tell them everything that you wish that they knew; how good you are, how conveniently located you are, how complete your menu of services is, how professional your staff is and perhaps, how you price your services.

Just remember that you sell based on price when you have nothing else to sell them on. Price is the easiest promise to keep. You can sell on service, you can sell on quality or you can sell on price. You might occasionally drop the ball on service, and maybe you'll slip on quality from time to time, but price is easy to guarantee. You advertised that it would be \$8, and you never fail. Next time you get a brochure in the mail, note that they are selling you on the product and on the service. Once they got you on that, price isn't so important.

***"If you do what you've always done, you'll get what you've always got."***

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# Ahoy! Matey!

Everyone's down about business and the economy in general. It's hard to find something to laugh about these days. Now's the time to introduce some fun into your stores.

## September 19th is "International Talk Like a Pirate Day."

Have your counter staff dress like pirates for the day. Everything you'll need can be purchased at a local variety store, costume shop or by going to [www.orientaltrading.com](http://www.orientaltrading.com). There you'll find eye patches, bandanas, plastic knives and swords, etc. Many of your staff will want to create their own costumes.

Offer a 5% discount to customers who are willing to "talk like a pirate" and encourage the counter staff to greet customers with an "Ahoy! Matey!" This will set the tone and bring a smile to your customers' faces.

This kind of instant fun is bound to generate lots of laughs for both your customers and staff. But, most of all, it will generate goodwill and good feelings for your customers. Give them a break. Give them something to laugh about.

