An Interview with Richard Weylman, CSP, CPAE

Marketing Strategies That Really Work!

Today we are talking with Richard Weylman, CSP, CPAE. He is an over-comer. An orphan at the age of six, Richard lived in nineteen foster homes. Richard's perseverance and success, despite a seemingly stacked deck, inspire people to overcome their circumstances.

He is a master marketer and an entrepreneur. He worked in tough markets, with unique products, from his earliest days selling cookware, to helping build an award-winning Rolls Royce dealership. He is the former head of sales for the *Robb Report*, an internationally known magazine for the affluent lifestyle. As president of his own consulting firm, Richard works with clients to help them grow their business with affluent and high net worth people.

He is the author of *Opening Closed Doors, Keys to Reaching Hard to Reach People*. *Forbes* calls this book brilliant. As an authority on marketing to affluent and high net worth people, particularly executives and entrepreneurs, he has authored several content-rich sales, marketing and management programs that have been adopted by some of the world's largest companies. These interactive programs are available in several formats including audio and video as well as through his online university; in addition, programs can also be commissioned to suit organizations' unique needs.

He is not only a consultant, but also a member of the National Speakers Association. Richard has achieved the highest earned designation of Certified Speaking Professional (CSP), has been inducted into its Speaker Hall of Fame and, most importantly, has received The Council of Peers Award of Excellence (CPAE). He joins fewer than one hundred fifty speakers so honored including Art Linkletter, the late Norman Vincent Peel, Zig Ziglar, Ken Blanchard, Harvey McKay, and others.

<u>Question</u>

I'm interested in one of your articles entitled, "Growing Your Business with the Affluent and Wealthy." How do you gain access to the right people in the right way at the right time?

Weylman

To gain access, it is vital to have a plan; not just a marketing plan, or a work plan, or a good idea plan, or even a merchandizing plan. The plan that I'm speaking of to gain access, is a plan based upon what the affluent, or if you will, the financially successful think.

Years ago when I was working in the Rolls Royce business, I had a good client I met with. I told him what I would like to do to market to more people like him. I said, "I think I would like to do this and I would like to do that." I was articulating my marketing plan. He put his hand up after about three or four minutes and said, "Richard, let me just tell you this – wealthy people don't care what you think. We are not even remotely interested in what you think. What we *are* interested in is, first, can you understand what and how *we* think and, secondly, can you communicate from our point of view?"

That was a watershed moment for me. I then began to recognize that, too often, our plans are based specifically on what we think. Yet once one understands the affluent perspective and their point of view, you can then create a plan that can truly put you in front of the right people in the right way at the right time. A plan that is focused on their point of view has three components:

- The first part is the process you will use. How are you going to focus your efforts and resources? How are you going to segment these individuals? What type of visibility are you going to achieve with them? What are the specific methodologies you will use? What will be the process you will use to become part of their network? How will you be able to service and support these people? What will be your service culture? What will be your support culture?
- The second part of the plan is the message you are going to deliver. In other words, a lot of people think that you have to be different, but to be different is polarizing. First I have to compare you with something to be different. Of course, the larger objective is not to be *different* from everyone else, but to be *distinct* from everyone else, to be set apart. If you talk to affluent people, they will tell you that they look for organizations and individuals that can distinguish themselves. What will be your message? How will it resonate with them? How will they respond to it? Will it be in their words, their voice and their perspective? What approach will you use? How will it be distinct from all others?
- The third component of the plan is how will you humanize and personalize the process so that you can connect to them? It is critically important to ask yourself, "How are we going to communicate at all different levels with prospects and clients so that they can see that we are focused on them, that we are not just customizing, but *personalizing* our process? How are we humanizing the approach and experience so that they can connect to the fact that we are focused on them and not just on our product?" In other words, in the end, to gain access to the right people in the right way at the right time, one must focus as a marketer focused on people, not as a merchandizer focused on product.

<u>Question</u>

How do you market to the people and not to their wealth to set yourself apart from the competition?

Fundamentally, you must understand what the affluent want from you irrespective from the product or service that you offer.

What do the affluent want? The first thing they want is someone who is truly interested, i.e., passionate about doing business with them, and understanding about their goals, aspirations, complexities, and their issues. Essentially they want you to be focused on them, engaged with them, interested in their way of life, interested in their issues, with a knowledge of the things that motivate them.

The second thing that the affluent want is consistency of communication. Affluent people want you to stay connected, not *ad nauseum*, but they want to know you are there for them.

At the same time, they do not want you to call just to "touch base." What is the value they are going to receive if you are simply calling to touch base? There is no value there for most people. Most affluent people are very busy and the idea of you calling to touch base not only indicates that you really have nothing of value to bring to them but they feel, many of them entrepreneurs and executives, that you are simply wasting their time. On the other hand, if you call to discuss issues, address topics, give them insight, further brief them, keep them up to speed, keep them on pace or to let them know the latest issue, that kind of messaging resonates because they see value in it.

It is essential that you have a communication plan for affluent clients. Ask them how often they wish to be contacted. What are the best ways for your messages to be communicated? The key to all of this is: what is the messaging – does it have value to them? It really needs to be a balance of the following: some of it needs to be relationship building, while other times, on calls and messaging, it needs to be an opportunity to inform, educate, and brief them on topics of interest. Remember, out of sight is not out of mind, out of sight is on your way out of their business circle.

The third thing that the affluent want today is someone who is willing to listen. Listening is so rare today in most sales and marketing arenas that the financially successful complain openly about the fact no one "listens to them." We show up at client and prospect meetings with "our" agenda, ready to talk about "our" agenda, fully prepared, so when we sit down with an affluent constituent, "we" immediately launch into the agenda that *we* want to cover today. The way to demonstrate to people that you have a willingness to listen and hear what is on their mind is to simply stop at the very beginning of the meeting, and tell them that you have an agenda you would like to cover today, but before you get into the agenda you have one question for them: "What are three things *you* would like to get out of this meeting today?" Prospects and clients alike are thrilled their input is solicited openly! By setting that table it gives them permission to talk about the things that are important to them. It demonstrates *clearly* that you have a willingness to listen to what is important to them.

Fourth, and finally here, of the many things the financially successful want, they are really looking for direction and guidance from the individual with whom they are doing business. They want to know that with every decision they are making they really have someone who is a sounding board for them, helping them to find, get on, and stay on the right track to a good decision.

Whether they are buying a high end stereo, a home, a high end automobile, or investment products, people want direction and guidance. Individuals and organizations are meeting with you to discover what you know. Thus, when you meet with people it is important that you engage with them and find out what is important to them. To spend the first ten or fifteen minutes talking about you, your capability and ability wastes their time. You would never been given an appointment with a financially successful individual unless they thought you had capability and ability.

To execute these ideas effectively, you have to be curious, you have to become a student of the financially successful and you have to plug in and get to know them. Read everything you can read, observe them and connect to them so that you begin to understand what it is that the financially successful people in your community, in your market, want and are seeking.

<u>Question</u>

Do you have a method or technique designed to build relationships with the affluent that create loyalty and foster long-term commitments?

Weylman

First I believe one of the great myths perpetrated on American business and businesses around the world is that if we have satisfied clients we're in terrific shape. In the affluent marketplace, a "satisfied" client is loyalty neutral. A satisfied client says things like, "Sure, I'm pretty happy there. I'm pretty happy with their products and service. They are nice people and they do a pretty good job. I'm not unhappy, I'm pretty satisfied. But, if you hear of something else let me know, I am always open to something better or at least a new idea."

Thus, once you recognize that a satisfied client is loyalty neutral, then you have to realize that to be effective creating loyalty and fostering long-term commitment, it begins with a focus on people, not on product, and it continues through the experience they have with you. Many products and services that are being marketed everyday are a commodity in the marketplace. The only answer to commoditization is personalization and humanization of process. As an example look at Starbucks. Starbucks delivers a product and service that is a commodity. They provide a product and service that you can purchase anywhere for $1.00 to $2.00 a cup, and yet they are delivering it for $5.00 to $7.00 a cup. The question is, why are people continuing to go to Starbucks for their product and service and, secondly, why are they so loyal and committed to Starbucks as a brand? It is because of the experience they receive at Starbucks: the warmth, the ambiance, the language, the service, the freshness, and the personalization. The total personalization is that you order exactly what you want. They don't just customize it, they personally produce it for you right there while you wait. As a result, they have transformed their customers and now these individuals no longer care how much it costs to go to Starbucks. They are absolutely delighted clients of Starbucks who will stand in line to buy and receive Starbucks coffee. Why? Because of their experience and the fact that Starbucks believes that if you sell a product you should get service. Most people in this country think, "Well, the thing that sets us apart is we service what we sell." In our country service is *expected* on any product that we buy. To suggest that service is something that distinguishes you or creates delighted clients is to live in naiveté. The only thing that changes a satisfied client into a delighted client is to give them an experience that transforms them. A satisfied client needs a unique experience to be elevated to a delighted client.

So to build relationships that create loyalty and long-term commitment, here is a series of questions that you should consider:

- How is everyone greeted in the office or in your store? If I walk into the average office and I'm not a client, many people walk by in the hallway and never even speak to me, even if I am walking with another one of their colleagues. At the Ritz Carlton, every employee, from management to housekeeping, is taught to stand and to turn to the guest and greet each one. They want to create a sense of an elevated, unique experience.
- Do you know what your clients' and prospects' preferences are? Do you know your clients' preferences in beverages, what they would drink if they come to the office? Do they want bottled water – still or sparkling? Do they want regular coffee or decaffeinated? Are you elevating the experience? Are you serving it in china cups and saucers and crystal, or do you think that it is too much work, and not giving them an elevated experience? If you stay at a Ritz Carlton or Four Seasons hotel, or go to a high-end retailer like Neiman Marcus, Bergdorf Goodman, or Saks and you ask for a beverage, they always bring it to you in a crystal glass, and many of them bring your drink in china cups and saucers.

It is a matter of creating a unique experience. Clients and prospects are looking to be treated in a way that elevates their thinking about you and allows them to distinguish you from all others. It's often the little things that matter most. Do you have a modifiable service plan that, if I purchase something from you, you can service me in a way I want to be serviced? Do you have a 24-hour, 365-day emergency telephone number? You might say that you gave them your cell phone number, but that is not the same positioning as giving them your cell phone number and identifying it as their 24-hour, 365-day emergency phone number.

Building relationships and creating loyalty is not just limited to how clients are treated or cared for – it is the portfolio of memories you create that matters as well. Many think that sending people tickets to sporting events is a good idea; but, what matters the most is the elevated experience of being personally engaged with them at the event. To build a portfolio of memories, invite them to events that are central to what they are passionate about. Give your clients and prospects events that they can't buy, but experiences that they will remember for a lifetime and connect to you. This is what builds loyalty and long-term commitment. They are no longer just buying a product or service, but rather, they have such wonderful experiences it transforms their thinking about you. You become part of their network!

Question

Would you give our readers some insight as to how the affluent define value and make purchasing decisions?

Weylman

First, most decisions revolve around emotional security. Thus, you have to create a safe place for affluent people to discuss issues of importance and their concerns. It may be they want to ask you questions about a product, a service, or a process. Or it may be they want to talk about some type of anxiety in their life which is the precursor or obstacle to a purchase decision. In the end, you have to create a safe place for them to talk about their fear, uncertainty and their doubt, or as I call it "FUD." We have to be able to demonstrate to them that we care enough about them that they can feel safe discussing issues of importance and interest to them even if they seem trivial to you. They place extraordinary value on getting themselves heard and understood.

One of the key things to remember about the affluent and particularly the wealthy, the further up the economic ladder you go the harder it is to relate to other individuals. The harder it is to connect to individuals who are in a less affluent place. Many see it as aloofness or arrogance. Sometimes it is, but much more often they are just guarded. There is a great deal of concern about their economic security; they protect that by keeping a wall around their emotions which can limit their ability to connect to people. By creating this safe place for affluent people, they understand and observe that you are genuine about them and they receive great value from this because you represent a sounding board. They want a sounding board, somebody with whom they can relate, somebody with whom they can connect, someone who will energize their thoughts, someone who will engage them on a completely different level to help them to be able to sort through, work through, and make the right decision. That becomes part of their value assessment of you.

Which brings us to the second part of how people define value and make purchasing decisions. You must realize that how you are perceived, talked about in the marketplace, and the message you promote, (i.e.: your unique value proposition), is what sets you apart. Your unique value proposition is a statement of who you are. By articulating what you do for others, they catch that it's not about you, it's about what you do for others! Thus, it positions you in the marketplace. All of your promotion emanates from this unique value proposition. It is your way of helping people understand what it is that you can do for them. So your unique value proposition is not a focus on what you do such as having great service or years of experience, or a unique process, or a unique product, but a unique value proposition is how it meets and how it addresses issues important to them. A unique proposition says, "We are able to help you achieve a desired objective." Whether that objective is future vision, reducing their anxiety, or living a better life, in the end your unique value proposition has to say "Here is what we are able to help you to achieve."

By speaking their language they immediately understand value and know that you can define value in their language, which reduces their skepticism and ultimately boosts confidence in them that you "get it".

<u>Question</u>

You wrote a great book, *Opening Closed Doors, Keys to Reach Hard to Reach People.* Was there ever a time when you had trouble reaching the hard to reach and how did you solve the problem?

Weylman

My very first sales job was selling cookware door to door. When I started out, my manager told me that "everybody buys our cookware." I was excited – I thought selling was mostly a delivery service. I ran out and started going door to door and after about eight or nine days I wasn't getting into anyone's house. It was awful. I went back to my manager and told him this was not working. He wanted to know what I was doing. I told him that I had tried everything.

Now, when they opened the door I was even putting my foot in the door, that way they couldn't slam the door on me. He wanted to know if I was crazy. He told me that he just heard Bill Gove, a speaker (who I was privileged to meet many years later), and he wanted me to practice what Bill said to do. Bill said, "Don't put your foot in the door, put your head in the door; that way, when they slam the door you can keep talking!" Wow!

That made me realize that sales keep you in business, but only marketing keeps you in sales. I began to realize that if I was going to be effective not only did I have to be good at sales I had to understand marketing, not just product merchandizing or marketing, but true experiential marketing – marketing that builds knowledge of the prospect and thus a relationship that is based on a terrific experience.

The first thing I did was go to the library. I did research on neighborhood groups and found the best demographics I could (that was before the Internet). Then I went to work. I began to sell cookware. I was very successful at it because I was in the right neighborhoods with the right message with the right people. I marketed my services with warm introductions, neighbor to neighbor, created dinner parties and cooked for clients' friends, friends who were my prospects, and focused on delivering a great experience!

When I went into the industrial laundry business, renting doorway rugs and mops, I targeted retail stores with high traffic in strip malls. There was a lot of dirt tracked in right out of the parking lot which was just six to eight feet away. I mopped and swept lots of floors to demonstrate how much was being tracked in. I created an experience they could see. I kept those clients too by changing their mops and rugs more frequently in the winter so they could give their customers a better in-store experience.

Today, if you really want to be effective opening closed doors you should Google and research every single prospect. Capture what they do for a living, what they do for recreation, what their special interests are. By doing so, you have leverage and increased confidence. You can speak their language, connect with them, and build trust almost immediately by understanding where they went to school, what they are passionate about, what organizations they are involved with, how they are involved in the community, and what their level of interest is in a variety of things. All of these things come to bear by helping you open closed doors. It all goes back to the late Bill Gove's point years ago when he told that manager, "Don't put your foot in the door, put your head in the door; that way when they slam the door you can keep talking!" Little did he know then that truly you *can* use your head before you go in the door!

Finding out about your prospects long before you show up, in today's business world, requires that you realize the sale begins long before the salesperson shows up.

Question

You said that most sales professionals are so busy running the business that they don't invest the time or effort to grow the business. What can be done to change that pattern?

Weylman

The first thing is to understand your points of leverage. Most people don't think about leverage, they just think about working hard, working smart and other sayings that are thrown around by people. There are really three components of leverage:

- The people around you
- The resources available to you
- The efforts that you are putting forth

The challenge we face today is most people are not leveraging the people around them or their resources or efforts.

If you look at each of those and you begin to understand the leverage you have in each of those components, then you begin to recognize that you can spend more time growing the business and less time running it.

Let's examine first the people around you – your support staff. Do they have proper job descriptions? How much time are they wasting every day on jobs they are not qualified to do? How many things are they doing over? In my office the theme is "If you don't have time to do it right, when are you going to have time to do it over?" Having to do it over just drags the life out of them and what happens is people are overwhelmed having to repeat things and tasks. Another question to ask yourself about the people who are working with or around you is: have you invested in systems to increase productivity? How many dollars every year are you investing in software, middleware, and hardware to be able to increase productivity? Leverage comes when your team can work faster, more effectively, and have the personal recognition that they are moving forward.

Finally, on this leverage component, when is the last retreat you had with your entire staff to solicit their input on how you could delegate more and streamline all processes? Why not find out how they can relieve you so that you can get free of the day-to-day work to focus on growth? What are some of the ideas they have? What are some of the ideas that you could imitate or they could initiate to help you to get free so you are able to move forward in the process?

Perhaps you should hire a marketing intern to be able to help you or maybe an administrative intern. Maybe they could suggest a couple of people. Maybe if students get out of school early, they could work part-time to get your firm on their resume. The reality is that people around you have good insight in how things could be streamlined. How are you leveraging that insight from their practical day-to-day activities to get you free to grow?

The second leverage component is the resources available to you. Have you identified these resources? Maybe the product, service, or process that you sell perhaps has marketing dollars or co-op programs available; are you aware of them and are you using them? Are you using the intern programs that some companies already have in place to execute your best projects? Are there educational resources available to teach you how to market and sell your services most effectively? Have you engaged in a study group of about four or five peers who are in the same industry as you to get a sense of what the best practices are, what is really working, how you can benchmark your progress, and how you can get yourself free to grow the business?

How about the vendors who are calling on you, who are selling to your business? They see other businesses like yours. Do they have some insight about how other people are growing and how they are getting themselves free? How they are getting themselves in a position to expand their business? Lunch with a vendor marketing to you and your clients is a meal well spent.

The third component to leveraging is managing the efforts you are putting forth. In other words assess what your time is worth. If your time is worth $250 an hour, how much time are you spending on $10, $15 and $20 an hour jobs? Most people who are not growing their businesses are spending most of their time at $10 to $20 hour jobs and then suggesting that they don't have the capital to invest in growth. If you were to hire someone to do the $10 - $20 hour job it would free you to go out and grow your business; a business where your time is worth many multiples of $10 or $20 per hour.

To be able to execute effectively, from my experience, you have to flee the need to own every job, and pursue the role of leadership in your organization.

The business will only grow based on your ability and willingness to invest in services that free you. If you are not willing to invest in services, you won't be able to grow your business. You will spend the second half of your career running the business that you've grown in the first half.

So, in summary, to grow your business you have to understand your three leverage points: the people, the resources and the effort you are making.

Question

What is a great way to execute new business ideas effectively?

Weylman

Create a series of 90-day plans for your business. The advantage of 90-day plans is that you can almost see ninety days ahead. In thirty days you can certainly see sixty days. It brings a lot of energy, excitement, and a sense of accomplishment to yourself and all your people. So to begin, when you have a list of things you want to accomplish, whether it be changes you want to make to leverage yourself so that you can get free to go back to growing the business, or new ideas to improve your personal life, develop a 90-day plan. First, list what you want to accomplish specifically. *Dwell in possibility* is what Emily Dickenson said and she was exactly right. Make a list of what you want to accomplish – very specific things such as hire an intern or update software.

Second, define the steps you are going to take. Adults like steps. What steps are you going to take to accomplish these specific tasks?

Third, identify the obstacles and be real and specific. Obstacle: "I'm going to have a hard time letting go." Obstacle: "I'm going to have a hard time getting people to agree to this." Write down the obstacles.

Fourth, assign dates and times to get this done. The value in this is you get focused, and with focus you get vision. Most importantly, with a 90-day plan, you have an opportunity to have a clear and direct path to get things accomplished. I will tell you from our own experience corporately, it helps me to identify what is not working long before it is really not working. It helps me to modify more quickly to leverage the people around me, the resources available to me and the efforts that we are putting forth.

Question

Would you use a real life example to demonstrate how the readers can expand their business profitability?

Weylman

Here is a story from an e-mail I just received from a client we have been working with for eighteen months. The person is in the financial services business and is the head of a wealth management team that is part of a much larger global organization. Their team is not in a wealthy state but they are in a state where there are of course wealthy people. They are not in a large metroplex, but they have a rather substantial financial management practice they have built throughout the region.

The first thing we did was to sit down with them and help them to understand the mind-set of the wealthy in their area. We did some research to discover the mind-set of the wealthy in the area that they were going to be targeting.

Secondly, we assessed the culture of their organization. How were clients treated when they visited: the offer of a beverage, the greeting, the ambiance? We created service protocol – the who, the what, the why, the when. We talked about how the service calls were going to be communicated effectively and how we were going to be able to repeatedly deliver excellent and consistent communication. We had them investigate and determine how well they knew their clients, their values, their charitable giving, their cultural activities, their ethnic connections, their religiosity, and their family connections as well.

The third thing we did was sit down and create a unique value proposition that clearly spoke to the constituent target, wealthy people, that they were trying to reach. In this case, it was families with over fifty million dollars in investable assets in their geographic region – a very narrow and difficult market to crack, because you know every single one of those families already has a financial firm working closely with them. We were going to have to dislodge their existing provider and move them to this particular group.

The fourth thing we did was create a master plan to modify the things we had assessed together that had to change in their team, their communication, their culture, and their mind-set. Then we created a series of 90-day plans to execute. Every ninety days we revised and continued to execute the process, the procedure and the discipline to move people along. Our objective long-term was to move each change to be made into their business rituals and culture.

As a result of consistent integration of these changes and very hard work by this team, I'm happy to report that in eighteen months they were able to acquire eight new fifty million dollar plus household families. They were moved from firms where they were satisfied to my client's firm. My client's firm now has nine additional fifty million dollar plus households in various stages of moving who should all be moved within the next nine months. This means they will have increased their money under management nearly one billion dollars in a two-year period by following the outline we've articulated here.

Question

In all of your experience, what have you found to be the key reason that people cannot seem to overcome the obstacles preventing them from developing their business to its true potential?

Weylman

There are many reasons. However, from my experience here are the three most prominent:

- There is a lack of vision. – There is a wonderful proverb that says "people without vision perish." I think people resign themselves to living an average life. The other side of that is people with vision prosper. Unfortunately, most of us are taught to be realistic. Don Hudson, a fellow CPAE and professional speaker, said once that "people set realistic goals, but what they ought to be setting is realistic time frames." I thought about that and I realized he was exactly right. I was an orphan. My mother died when I was five and my dad died when I was six. If I would have been realistic I certainly would not have the opportunities that I have today. I think what we need to do is have big goals, a big vision, and then set realistic time frames. This focus on realistic thinking leads to a lack of vision and prevents people from overcoming obstacles so they settle for the average or status quo.
- The second reason people get caught by the obstacles is people become victims of circumstances. The way they think, the way they operate, is heavily influenced by others and the circumstances in which they find themselves. There is a lot of victimology in society today. People say that they can't or didn't do more with their life because they had a tough up-bringing or didn't get the right education and so on. The reality is that being a victim is unfortunate. Letting it rule your life is a choice – a choice usually reinforced by hanging around the wrong people; people who also are making that same choice and/or have a negative general outlook. About every six months I make a list of people I no longer want to be around. I know that if I associate with negative people who see themselves as perpetual victims, they are going to throw cold water on every idea I think of, conceive of, or want to execute. They are going to try to get me to be a victim of my circumstances. I don't want to be a *victim* of my circumstances, I want to be a *victor* over the circumstances.
- Finally, insurmountable obstacles for many result because there is not a clear cogent process to execute. They have no plan, no process or discipline. Instead of commitment and declaration, it is just the "Someday" approach. "Someday I'm going to be successful." "Someday I'm going to be wealthy." "Someday I'm going to own a new car." "Someday we are going to buy a house." "Someday I'll get married." "Someday we'll have children." To facilitate and move past "someday", be proactive! In business, hire a contractor, create a team, meet with your staff, get together with a peer group, and find a way to begin a plan, a process, and discipline to move forward. The longer you stand around saying "someday I'll", someday will never come. Many years ago Dennis Waitley wrote books on this topic and I never forgot what he said about "someday I'll". As Dennis said, many people go to the end of their lives with "wish-a, could-a, might-a, had-a", because they took the "someday I'll" approach. To facilitate in your personal life find a mentor or coach. Find somebody you can partner with. Associate with more positive people. Find people who have a forward view as opposed to a past view. As long as the past is an option, the future is very unclear.

Instead of finding an excuse, find a way. I can tell you that when I first started in business, I had no money. I went to a nursing home and found a woman who could type. In those days typewriters were the big thing. I paid her by the letter because I couldn't afford to hire her. She typed the letters I hand-wrote. Be relentless, make a commitment and declare your plan.

Today we've been talking with C. Richard Weylman, CSP, CPAE. As an authority on marketing to the affluent and high net worth people, particularly executives and entrepreneurs, he has authored several content-rich sales, marketing and management programs that have been adopted by some of the world's largest companies.

Richard's Bio

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Professional Speaker CPAE Hall of Fame – As a member of the National Speakers Association, Richard has achieved the highest earned designation of Certified Speaking Professional (CSP), has received the Council of Peers Award of Excellence (CPAE) and has been inducted into its Speaker Hall of Fame – joining fewer than one hundred fifty speakers so honored including Art Linkletter, the late Norman Vincent Peel, Zig Ziglar, Ken Blanchard, Harvey McKay, and others.

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