

# RECOMMENDED

*'Shows you how to build a golden chain of referrals that enable you to sell more, faster and easier than ever before.'*

*Brian Tracy, bestselling author of Eat that Frog! and Now, Build a Great Business!*

## HOW TO SELL THROUGH NETWORKING AND REFERRALS

ANDY LOPATA

**FT** Prentice Hall  
FINANCIAL TIMES



# Praise for RECOMMENDED

“I found the read to be both relevant and valuable on a personal and professional level. The book covers the referral strategy topic in an exhaustive and detailed manner.

The learnings from this book are practical and portable to all areas relating to the ‘science’ of engineering, executing and maintaining a referral strategy (both at a professional and personal level). I took away a mountain of ‘pearls of wisdom’, thank you.

**COLIN WRIGHT**  
SENIOR VICE-  
PRESIDENT, GLOBAL  
SALES DEVELOPMENT,  
MASTERCARD

“A powerful network is essential for any successful business and Andy is the king of the networking scene. His new book is a must read if you are serious about building your tribe of followers and enjoying the rewards that network can then offer you.

**RACHEL ELNAUGH**  
ENTREPRENEUR, BBC TV ‘DRAGON’ AND AWARD-  
WINNING BUSINESS MENTOR

“This book offers no-nonsense, straightforward and practical advice to any business which needs to boost its sales. Leads generated through referrals tend to be the most likely to convert to business, making this book an essential tool for any salesperson.

**DR TONY ALESSANDRA**  
AUTHOR OF *COLLABORATIVE SELLING AND THE  
PLATINUM RULE*

“This book shows you how to build a golden chain of referrals that enable you to sell more, faster and easier than ever before.

**BRIAN TRACY**  
CO-AUTHOR OF *THE  
NEW YORK TIMES  
BESTSELLER NOW,  
BUILD A GREAT  
BUSINESS!*

“*Recommended* is a practical guide that reinforces concepts that, if practised, will lead to a more focused approach in cultivating referrals. In my experience, strong referrals are more likely to convert to business than any other form of lead-generation. However, those referrals are rooted in strong relationships. Andy does a great job in dispelling the myth that salesmen need to pitch at every opportunity, instead emphasising the role of relationship building in strong referral generation.

**ERICH GERTH**  
EXECUTIVE DIRECTOR,  
CEO GLOBAL BUSINESS  
DEVELOPMENT, AVIVA  
INVESTORS

“In this book Andy Lopata demonstrates how so many businesses ignore potentially their most powerful resource – their networks. Andy’s in-depth, practical advice will show you how to both build and profit from the relationships in your network.

**IVAN MISNER**

NEW YORK TIMES BESTSELLING AUTHOR AND  
FOUNDER OF BNI AND THE REFERRAL INSTITUTE

“How to open the door in sales is the first step in the business-growth process. Andy Lopata addresses this fundamental challenge with focus on warm-lead generation through referral. Proven to be a more likely way to convert business, this book is an essential tool for any ambitious sales person or business owner.

**LARA MORGAN**

FOUNDER AND FORMER CEO, PACIFIC DIRECT GROUP  
AND FOUNDER OF WWW.COMPANYSHORTCUTS.COM

“What’s so good about this book is that it’s based on Andy’s own experience and practice. Powerful referrals are the foundation for any successful business and this is a practical guide to both receiving and giving high quality introductions. Everything that Andy has done for Big Issue Invest demonstrates that he really walks his talk.

**NIGEL KERSHAW  
OBE**

CEO, BIG ISSUE  
INVEST AND GROUP  
CHAIRMAN, THE BIG  
ISSUE COMPANY LTD

“This book is both thought provoking and practical. The advice offered makes perfect sense and the reader is constantly shown how to apply it to their own business.

**JOHN JANTSCH**

AUTHOR OF *DUCT TAPE MARKETING*  
AND *THE REFERRAL ENGINE*

“Andy Lopata is a great example of a champion. Through Andy, I have, over the past two years, picked up the phone and called potential sponsors, speakers, volunteers and partners, and the reason they answer my call is that my champion – Andy – has paved the way.

**MICHELLE  
BRAILSFORD**

TALENT MANAGEMENT,  
BBC WORLDWIDE AND  
CO-CHAIR, EUROPEAN  
PROFESSIONAL  
WOMEN’S NETWORK

“Andy is a very experienced networker who has taken his own highly successful approach and translated it into an effective and practical guide.

**KEITH FERRAZZI**

BESTSELLING AUTHOR OF  
*NEVER EAT ALONE* AND *WHO’S  
GOT YOUR BACK*

“Developing your network is a prerequisite of any successful businessperson. Whether for sales generation or your personal development, who you know is still as important as what you know. In this book, Andy delivers some tried-and-tested techniques that anyone can use to increase their sphere of influence and ultimately the profile of themselves as an individual or as a business. A must read.

**PHIL JONES**

UK SALES AND MARKETING DIRECTOR, BROTHER UK

“A stimulating and interesting read. Strong, enduring, intimate relationships are critical to be successful in business – Andy is an industry expert in that regard and his book is rich in terms of hints, tips, strategies and wisdom to help you build and retain better relationships through effective networking.

**PETER RYAN**

CHIEF CLIENT OFFICER, LOGICA

Recommended



In an increasingly competitive world, we believe it's quality of thinking that gives you the edge – an idea that opens new doors, a technique that solves a problem, or an insight that simply makes sense of it all. The more you know, the smarter and faster you can go.

That's why we work with the best minds in business and finance to bring cutting-edge thinking and best learning practice to a global market.

Under a range of leading imprints, including *Financial Times* *Prentice Hall*, we create world-class print publications and electronic products bringing our readers knowledge, skills and understanding, which can be applied whether studying or at work.

To find out more about Pearson Education publications, or tell us about the books you'd like to find, you can visit us at [www.pearson.com/uk](http://www.pearson.com/uk)



# Recommended

## HOW TO SELL THROUGH NETWORKING AND REFERRALS

Andy Lopata

Financial Times  
Prentice Hall  
is an imprint of

PEARSON

Harlow, England • London • New York • Boston • San Francisco • Toronto  
Sydney • Tokyo • Singapore • Hong Kong • Seoul • Taipei • New Delhi  
Cape Town • Madrid • Mexico City • Amsterdam • Munich • Paris • Milan

**PEARSON EDUCATION LIMITED**

EDINBURGH GATE  
HARLOW CM20 2JE  
TEL: +44 (0)1279 623623  
FAX: +44 (0)1279 431059  
WEBSITE: WWW.PEARSON.COM/UK

FIRST PUBLISHED IN GREAT BRITAIN IN 2011

© ANDY LOPATA 2011

THE RIGHT OF ANDY LOPATA TO BE IDENTIFIED AS AUTHOR OF THIS WORK HAS BEEN ASSERTED BY HIM IN ACCORDANCE WITH THE COPYRIGHT, DESIGNS AND PATENTS ACT 1988.

PEARSON EDUCATION IS NOT RESPONSIBLE FOR THE CONTENT OF THIRD-PARTY INTERNET SITES.

ISBN: 978-0-273-75796-2

*BRITISH LIBRARY CATALOGUING-IN-PUBLICATION DATA*

A CATALOGUE RECORD FOR THIS BOOK IS AVAILABLE FROM THE BRITISH LIBRARY

*LIBRARY OF CONGRESS CATALOGING-IN-PUBLICATION DATA*

Lopata, Andy.

Recommended : how to sell through networking and referrals / Andy Lopata.

p. cm.

Includes index.

ISBN 978-0-273-75796-2 (pbk.)

1. Word-of-mouth advertising. 2. Business referrals. 3. Business networks. 4. Marketing. I. Title.

HF5827.95.L67 2011

658.8'72--dc23

2011027572

ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED, STORED IN A RETRIEVAL SYSTEM, OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC, MECHANICAL, PHOTOCOPYING, RECORDING OR OTHERWISE, WITHOUT EITHER THE PRIOR WRITTEN PERMISSION OF THE PUBLISHER OR A LICENCE PERMITTING RESTRICTED COPYING IN THE UNITED KINGDOM ISSUED BY THE COPYRIGHT LICENSING AGENCY LTD, SAFFRON HOUSE, 6-10 KIRBY STREET, LONDON EC1N 8TS. THIS BOOK MAY NOT BE LENT, RESOLD, HIRED OUT OR OTHERWISE DISPOSED OF BY WAY OF TRADE IN ANY FORM OF BINDING OR COVER OTHER THAN THAT IN WHICH IT IS PUBLISHED, WITHOUT THE PRIOR CONSENT OF THE PUBLISHER.

THE PUBLISHER IS GRATEFUL TO THE NIELSEN COMPANY FOR PERMISSION TO REPRODUCE FIGURES 5.1 AND 5.2, TAKEN FROM THE JULY 2009 NIELSEN GLOBAL ONLINE CONSUMER SURVEY: TRUST, VALUE AND ENGAGEMENT IN ADVERTISING.

ALL TRADEMARKS USED HEREIN ARE THE PROPERTY OF THEIR RESPECTIVE OWNERS. THE USE OF ANY TRADEMARK IN THIS TEXT DOES NOT VEST IN THE AUTHOR OR PUBLISHER ANY TRADEMARK OWNERSHIP RIGHTS IN SUCH TRADEMARKS, NOR DOES THE USE OF SUCH TRADEMARKS IMPLY ANY AFFILIATION WITH OR ENDORSEMENT OF THIS BOOK BY SUCH OWNERS.

10 9 8 7 6 5 4 3 2

15 14 13 12 11

DESIGNED BY DESIGN DELUXE

TYPESET IN 9.5 PT SWISS 721 BT LIGHT BY 30

PRINTED AND BOUND IN GREAT BRITAIN BY ASHFORD COLOUR PRESS LTD, GOSPORT, HAMPSHIRE

This book is dedicated to everyone who has supported, advised, referred and recommended me over the years.

Thank you for your support.



# Contents

Acknowledgements xi

Preface xv

Introduction xix

## **PART 1 WHY YOU NEED TO GET RECOMMENDED 1**

- 1** What is a referral? 3
- 2** The role of networking 15
- 3** Current approaches don't work 27
- 4** You can't just throw mud at a wall 37

## **PART 2 THE FOUNDATION OF THE ULTIMATE REFERRALS STRATEGY 55**

- 5** The role of trust in a referrals strategy 57
- 6** Do people understand how to refer you? 79
- 7** Who has the best opportunity to refer you? 101

## **PART 3 HOW YOUR NETWORK CAN HELP YOU GENERATE REFERRALS 111**

- 8** The six degrees of separation and how they influence your referrals strategy 113
- 9** Where will your referrals come from? 131
- 10** Referrals within an organisation 145
- 11** How to select the right networks for you 153

## **PART 4 HOW TO GET YOUR NETWORK TO REFER YOU** 177

- 12** Inspiring people to refer you 179
- 13** When to ask for referrals 199
- 14** Referring others with confidence 205

## **PART 5 TOOLS YOU CAN USE** 219

- 15** LinkedIn as a referral tool 221
- 16** The Referral Book 239
- 17** Results you can rely on 249

In a nutshell: Ten steps to an effective referrals  
strategy 259

Further resources 267

Index 271

# Acknowledgements

You would be very disappointed, I'm sure, if a book on the power of referrals and networking was written without the help of a host of people from within the author's own network. Well, I would hate to disappoint you!

This book is being published by one of the largest business publishers in the UK, and carrying the imprint of one of the most respected business newspapers in the world, thanks, naturally, to a referral.

Bruce King, author of *How to Double Your Sales*, referred me to Liz Gooster at FT Prentice Hall. Bruce's introduction fulfilled all of the requirements of a good referral. He told Liz about me and why she should be interested in speaking with me, and he connected us so that I had permission to call and Liz was expecting my call.

Liz and I met a few days later and from there Liz worked tirelessly with me not only to get the book accepted by Pearson but also to make it as good as it could be. Thanks to Bruce and Liz for your help and support.

Many people ask me how I found the time to write a book, and it's certainly not a task you take lightly. This is, in fact, my third book but the first one I have authored on my own. I was never alone through the process though, thanks to the excellent guidance and support offered by my 'book midwife' Mindy Gibbins-Klein. Mindy offers a fantastic service to prospective authors, helping with the planning and guiding you through the process. This book might still be an idea in my mind without Mindy's support.

Speaking of the book being in my mind, the catalysts for making me take responsibility for getting my ideas published were Kate

Trafford and Tiffany Kay. Kate and Tiffany dragged me out of the audience at a showcase talk for Academy for Chief Executive Chairmen. During their session with me they encouraged me to commit to writing the book and set a deadline. Doing something like that in front of a large audience pretty much commits you to doing something about the goal. Kate and Tiffany are both now writing their own books, so what goes around comes around! Thank you both.

There is one common thread between my three books, other than me of course. Jo Parfitt is an excellent editor and did sterling work on *Recommended* before it went to Pearson. Once at Pearson I want to thank Emma Devlin for her help in bringing the book to life.

Thank you also to Rosie Slosek and Sarah Hilton for reading through drafts of the book at various stages of development and for giving me valuable and honest feedback.

I didn't want to have the arrogance just to share my own world view, instead believing that the thoughts and ideas of other people working in this, and related, fields would enhance the arguments made within the book. I have therefore turned to a number of people in my network, and outside, for their thoughts. I am very grateful for the time of many people, some of whom, alas, didn't make it into the final version.

Thanks to Australia's 'Trust Lady', Vanessa Hall, for giving me her time for an extensive interview. Thank you also to Mike Burnage, Andy Preston, Peter Thomson, Howard Nead, David Baum, Tim Farazmand, James A Ziegler, Angela Marshall, Lesley Everett, Warren Cass, William Buist, Neil Mutton, Martine Davies, Alan Stevens, Tony Westwood, Dave Clarke, Nancy Williams, Mike Southon, Daniel Priestley, Derek Bishop, Servane Mouazan, Aron Stevenson and Tim Bond for sharing their stories and their wisdom.

In Chapter 15, on using LinkedIn as a referral tool, we use the example of Mark S from Ford to show how a third degree connection can be found and made. Thanks to Mark Simpson for allowing us to use him as an example and to my first and second degree connections, Foluke Akinlose MBE and Nicole Yershon, for passing my message on to Mark. There ... it works!

Thanks also to Maggie Berry from Women in Technology for the use of her testimonial from LinkedIn.

I've had some great people offer endorsements for the book, to help convince you that it is worth exploring its pages. My thanks go to everyone who provided such an endorsement, along with the people who introduced me to some of them, in particular Ivan Misner, Vanessa Vallely, Rod Sloane and Jennifer Rademaker.

Thanks to Jason Sullock and his team at Sage for their support in promoting the book to customers of their ACT! database system. In the modern world, companies need to have more than a simple transactional relationship with their customers and Jason, Jo Lennon and their colleagues demonstrate their recognition of this in abundance.

The support of my network, both close connections such as those in my three mastermind groups and also wider connections on sites such as LinkedIn, Facebook and Twitter, has also been a big help. In particular, thanks to Rob Shreeve for his invaluable advice. And to the members of The Wild Card Pack, in particular Kelly Molson, Mark Lee and Derek Bishop, for friendship, endless encouragement and for always being there.

It's usual to finish by thanking your family for their support. My family, in the form of my parents and business partners, Harvey and Claire, have actually played a more proactive role than the norm, proofing the manuscripts and offering their thoughts and feedback.

Thanks also to you for reading the book – and all of these acknowledgements!

Thank you finally to Dr Hot, for her never-ending patience and support.



# Preface

They always say 'you should practise what you preach'. Who 'they' are, I'm not sure, but they certainly have a point.

I believe that referrals provide by far the most effective means of generating new business. Prospects are prequalified, they're interested in hearing from you and an element of trust is already in place. As a result, they tend to be much easier to convert than a lead generated by any other means.

I've been looking at the most effective methods for businesses to produce referrals for over a decade now. In that time I've probably made most, if not all, of the mistakes listed in this book and also followed the advice I'll now offer to you. Until recently, however, I didn't follow that advice to the letter.

Certainly I have used the techniques that I outline here. Those techniques were, after all, largely developed by analysing what I was doing naturally and what worked well. I have also enjoyed a lot of success through using those techniques. The vast majority of my business comes through recommendation or referral. I receive good quality referrals several times a week and have worked in more blue chip companies than most businesses of our size and early stage of development could reasonably expect.

The difference was that while I had been showing my clients how to develop a strong referral-generation

referrals  
provide by  
far the most  
effective  
means of  
generating  
new  
business

strategy for their business, I continued to rely on my instinct alone.

The change came when I found myself under pressure from one of my fellow directors. He was responsible for generating new business and it was my job to feed him with referrals from my own networking efforts. I realised that, while we were getting a lot of referrals, many of them were for just one type of service. I wasn't strategising effectively for referrals for the business as a whole.

I decided to put my personal strategies into place and start to practise what I preached. So, I began by picking 10 people whom I felt would be comfortable referring us on a regular basis and who were well placed to do so. These people became my 'champions', the people I could confidently look to for support and referrals.

When I looked at my list it was blatantly obvious that I had been blind to what had been staring me in the face. I hadn't been asking the right people to refer us.

I ate a large slice of humble pie and continued to work through the various stages of the strategy, working out who people were connected to, what needed to happen for them to refer me and asking them for the connections. Lo and behold, the referrals I was asking for began to materialise!

Irrespective of size, industry or sector, most organisations can do much more to improve the flow of referrals. Many organisations leave referrals to chance, others consider themselves to be very strong in this field.

You may feel that you already address this issue through running a 'referrals programme' or targeting social media to generate word of mouth enquiries. As I'll show in this book, these approaches often stimulate recommendation rather than referral, leaving you watching the phone and waiting for it to ring.

**most  
organisations  
can do  
much more  
to improve  
the flow of  
referrals**

Businesses using standard approaches to word of mouth marketing often struggle to achieve anywhere near the level of new business that could be generated through a more focused approach.

As I will discuss, there is a huge difference between recommendations and referrals. As long as it is appropriate for you to be approaching your potential clients rather than waiting for them to come to you, you should be targeting the latter wherever possible.

It's something that people across a business can get involved in, from the CEO and their board, through sales and marketing teams, to staff who aren't even in customer-facing roles. The fact is that there are changes that all of us could make that would lead to substantial shifts in our generation of new business.

Many people feel nervous or uncomfortable about asking for referrals. There really is no need to be. If requests for referrals come about after careful consideration and planning, you know you are asking the right people for the right support and that they will be willing and able to provide it. Discomfort at present comes from either desperation or uncertainty. Both are easily overcome.

It doesn't make any difference what type of business you are in or the service you offer. Referrals are the lifeblood of businesses of all shapes and sizes. Start-ups need to bring in business quickly; multinationals need to keep ahead of their competition and bring in leads as efficiently as possible. Small business owners rely on recommendation and referral to allow them to spend more time delivering rather than recruiting; sales teams want leads that will convert more quickly, with fewer objections and prospects who will buy more.

If you sell big ticket items, the referrals to clients can bring huge rewards. If your product or service sells for a small amount, being introduced to someone who can refer people to you on a regular basis can make life much easier for your sales team.

**referrals  
are the  
lifeblood of  
businesses  
of all shapes  
and sizes**

This book is testimony to the power of referral. Many authors dream of their book being printed by a major publisher. One of FT Prentice Hall's authors, someone I know, referred me to them and had told them why they should work with me and publish this book before we had even met or they had seen a copy of the manuscript.

He connected us together and within a few days we had met and had an agreement in principle. The book still needed to be good enough, but the interest was high as a result of the quality of the introduction.

The referral to FT Prentice Hall was typical of the type of introduction on which we have built our business. Rather than send a cold proposal to a host of publishers, along with thousands of others, a warm introduction ensured interest and a meeting. From there it was so much easier to reach agreement.

There's nothing special or unusual about our company that makes us more likely to win such business. All businesses have a tremendous opportunity to grow through introductions from people who are happy to support them. Yet so few get close to what is possible because they lack a strategy that works and the discipline to keep it in place.

The aim of this book is to give you that focus and strategy.

The discipline is down to you.

# Introduction

A 2010 study has shown that customers who come through referral spend more with a business, produce higher margins to that business in the early stages of their relationship, remain as customers of that business for a longer period of time and spend more with the business over time than customers who come through other routes to market.<sup>1</sup>

If referrals provide such powerful results, why aren't we spending more time focusing on their creation?

Culturally, we still struggle to ask people for help, yet many of us love to be asked. We'd always rather source a supplier through referral and recommendation than through cold search.

According to Grant Leboff, author of *Sticky Marketing: Why everything in marketing has changed and what to do about it*, 'In every major channel of marketing, response rates have dropped. Buying behaviour has changed from the days when consumers used to make decisions based on the adverts they saw on the television and in magazines.

'If you want to purchase a product or service today, you do one of two things – ask your network for recommendations or search online.'

we still  
struggle to  
ask people  
for help, yet  
many of us  
love to be  
asked

<sup>1</sup>'Referral Programs and Customer Value' by Schmitt, Skiera and Van den Bulte can be found at <http://www.atypon-link.com/AMA/doi/abs/10.1509/jmkg.75.1.46>

word of  
mouth is one  
of the two  
main routes  
people go to

Proof of the rise in the power of recommendation can be seen in the popularity of websites such as TripAdvisor, where people will check to see what other people say about holiday destinations and hotels before booking. Amazon have taken this to heart, with reader reviews and ratings forming a large part of any book's success on the site and their use of what other people have viewed to guide purchasing behaviour.

In other words, if we look at buying behaviour, word of mouth is one of the two main routes people go to. That makes it vital for sales teams to maximise their reach through referral and recommendation. A robust referrals strategy is essential to balance the lost market penetration from traditional routes.

I think that, to an extent, companies do understand this. But most of the approaches I come across are broad, generic and, to be honest, half-hearted. And word of mouth marketing still falls below more traditional routes to market in most business plans and budgets.

Large companies in particular implement 'referrals programmes' where they target their clients en masse, yet a more individual, relationship-focused approach is likely to reap much greater dividends.

Setting up an effective referrals strategy takes time and effort, but the returns should justify that investment. Much of the focused effort should come in the early stages. An established referrals strategy and culture can then lead to a regular flow of new business being generated without too much additional input.

Such a strategy is relevant whether you are a start-up business or a large multinational. The techniques in this book should be practised by managing directors as well as sales teams. Even people with no sales responsibility should be asked to participate in the referrals culture of a firm. After all, they have a network too.

Word of mouth marketing has come to the fore in the last few years, hand in hand with the boom in

social media and customer review sites. A robust referrals strategy should be at the tip of any word of mouth campaign. Done properly the returns are more measurable and more powerful than any other route to market.

And yet we still don't invest the time and the resources to make it happen. You, your colleagues and your staff all have the networks available to produce the referrals your business needs.

Over these pages I will demonstrate how you can build those relationships and leverage those networks to generate the level of referrals that are within your grasp. I will show you how to develop your own Referral Book™, a system that will help you plan your referral activity and track the results.

We will look at the different stages of a referral strategy and, indeed, why you need one in the first place. After defining what I mean by 'referral', I'll challenge you to develop a clear idea of what your ideal referral is and who you most need to meet.

Any referrals strategy demands an understanding of the three core ingredients of trust, understanding and opportunity that allow people to refer you, and we'll explore each of these in turn alongside building an understanding of where those referrals might come from.

Once you know who your likely 'champions' are, both as a business and individually, it is important to focus on how you can inspire them to refer you and, once they are ready to do so, how you can make it easy for them.

Nobody can expect to receive referrals without also being willing to pass them. I'll share with you the key steps you can take to proactively refer other people in your network, something you may not feel comfortable doing at the moment.

Finally, we'll look at the tools that can help you implement a referral strategy. These include the social

**a robust referrals strategy should be at the tip of any word of mouth campaign**

network LinkedIn, which can be used very effectively to help you generate new introductions, and my own Referral Book, which will pull together all the threads of discussion throughout the book and help you both build and measure the success of your referral strategy.

There are a variety of exercises for you to follow throughout, to help you think about your own network and the connections you need to make.

Now is the time to invest the resource to make it happen. Set up your own Referral Book and start taking the steps to turn your contacts into champions. If you are in a larger business, ensure that everyone on your sales and marketing team understands the referrals you are looking for and how to ask for them.

**track the results and make sure that successes can be replicated**

Track the results and make sure that successes can be replicated, and that challenges can be overcome more smoothly a second time. Use social media, especially LinkedIn, with a clarity that ensures it delivers referrals time and time again.

The absolute key is to keep your focus. Once you understand the ideas in this book, it is fairly straightforward to build many of the actions into habit and generate some success naturally. As I discovered, however, implementing a strategy and keeping your eye focused on it elevates your referral generation to a new level.

The opportunity is there for you. The value of referrals to business has been proven time and again.

It's up to you to go out and get them.

# Current approaches don't work

- The difference between being 'referral-aware' and having a referrals strategy
- The numbers game
- Lead-generation or referral-generation?
- Timing
- Being proactive

In a meeting with the members of a prospective client's sales team, I was told confidently that they were 'referral-aware'. They knew the importance of referrals to their business and their sales team was constantly reminded to ask their clients for recommendations and referrals.

However, there is a difference between being 'referral-aware' and having a referrals strategy. A few careful questions later and they realised that perhaps they weren't as strong on referral-generation as they thought and a lot of potential new business remained untapped.

The truth is that even companies who understand the importance of word of mouth marketing are missing out on a substantial amount of new business. Sales are being left on the shelf simply because people aren't asking for the connections they need. Current approaches to referral-generation are old fashioned, ill-conceived and unlikely to achieve anywhere near the potential a strong referrals strategy could.

#### IN A NUTSHELL

There is a difference between being 'referral-aware' and having a referrals strategy.

## WHO ELSE DO YOU KNOW?

Where a referrals strategy is in place, I have discovered that, more often than not, it's one that's been taught for years by sales experts. In 2008 I gave a talk to over 50 wealth managers from across Europe, the Middle East and Asia at a major investment bank. I asked the audience to put up their hands if they had a strategic approach to generating referrals. From everyone present, just one hand went up.

Before I even asked, I could guess exactly what that person's strategy would be. I knew that the wealth

manager in question would be asking for referrals at the end of sales meetings. He would be asking if his prospect liked the sound of what he was offering, whether he clearly understood the benefits and who he knew who would also benefit from such a service.

I was correct. That's exactly what he was doing!

This approach to asking for referrals has been taught in sales for many years. As well as its use by sales teams, it's a core part of the approach used by many multi-level marketing (MLM) companies. The objective of any meeting is to come away with a list of prospects. This goal often seems to be considered more important than the potential client in front of the salesperson.

I met with one distributor for a MLM company who was keen to find out if he could change the company's traditional approach to 'referral'-generation. All new distributors were taught the company's system for generating referrals. Put simply, the system was a numbers game. At the end of each meeting with a prospective customer the distributor has to ask for 10 names of people who might also be interested in the opportunity. All they required were the names and telephone numbers, the distributor would do the rest.

My contact felt that it would be difficult to change the approach favoured by the company's founders. After all, it worked. If each appointment yields 10 names, of which the distributor can turn three into appointments and get 10 more names at the same time, the numbers stack up. This is *not* a referral-generation strategy. At best it's a lead-generation strategy, and in my experience they will not be particularly strong leads either.

This might be an extreme example, but I would argue that the approach detailed above is very similar to that taught in many sales courses. It produces results; if it didn't it wouldn't have lasted as long as it has. But I would argue that those results could be vastly improved with not much more effort through a more focused and cultivated referral strategy.

results could be vastly improved through a more focused and cultivated referral strategy

## THE WRONG TIMING

building  
referral  
requests into  
the sales  
process is  
misguided

Where the existing strategy outlined above falls short is that it's far too impatient, lazy and poorly timed. Building referral requests into the sales process is misguided. At that stage of the conversation your prospect has barely built enough trust in you or understanding in your product to buy from you for the first time, let alone confidently refer you to others in their network.

Would you walk up to a stranger on the street and ask for a testimonial for your business? Then why ask prospects before they become your customers?

The 'referral-aware' prospect I mentioned at the start of this chapter felt that his organisation had a strong policy of asking all new clients for referrals. It was only after our meeting that he realised they were only asking clients for referrals once during their relationship – at the beginning, before they knew each other. Before they had established any trust.

They had no strategy in place to ask established clients for referrals – people who had much stronger levels of trust in their delivery and greater understanding of how they work. In many cases the rewards of using a product or service become more apparent over time. So why are we more likely to ask people yet to experience those rewards for referrals?

As we'll go on to explore, trust and understanding are two of the key foundations of a good referrals strategy. You need to build trust with people before asking them to refer, certainly if you want good quality introductions.

You get a different quality of referral from people who trust you. That's inherent in human nature. People are less likely to share their key contacts with you, or promote you passionately, if they haven't yet either experienced your services or learnt to trust you. At the

early stages of a relationship, during the initial sales process in which so many salespeople are asking for referrals, all they have heard are promises.

Bearing this in mind, the best you can hope for from a first meeting is a name and a number. That's why I call this approach 'lead-generation', rather than referral-generation. Both are valid parts of any business development programme, but the danger of confusing the two is that your company will end up with a much less robust referrals strategy while your salespeople chase leads instead – leads that will involve more time and effort to follow up and be harder to convert.

Another reason I take issue with this popular approach to asking for referrals is that it shifts the momentum of the conversation at a key point. It's often taught that a good salesperson will make their pitch about their prospect, not about them. They will establish a need that the prospect has, explain how their offering will help solve that need and explore the benefits of such an action. That's a positive approach that leaves your potential new client with a good feeling, because the meeting has been focused on them.

With one fell swoop you can destroy that feeling and change the impression you have left by asking for referrals. Suddenly it's all about you and, coming at the end of the meeting, that's the impression that will be left. What's worse, you can lose all the goodwill you have built up, because asking for referrals at such a crucial stage in the conversation can easily be perceived by the client as though all the time it's been leading to a quid pro quo. First you try to sell them something and now you want them to do your selling for you.

For the same reasons I believe that you shouldn't ask for referrals after any client meeting where the brief is to look at their issues and their business. The impact of all your support can be diminished by then asking for their help in return.

**you can  
lose all the  
goodwill you  
have built up**

There are other, better, ways of timing your requests for referrals and we will look at these in greater detail later on.

## WAITING FOR THINGS TO HAPPEN

Most companies, however, do not even go to the lengths described above to ask for referrals.

Over the years I have run many seminars and training sessions on referrals strategy. I have asked many business audiences where their best and most effective new leads have come from and the vast majority will always reply 'word of mouth', 'recommendation' or 'referral'. Yet, when I ask specifically for them to describe what strategy they have in place, I am met with blank looks.

On the whole, companies believe that if they deliver good service, their customers will refer them naturally. This is a *passive* approach, and in reality quality referrals are unlikely to be forthcoming.

### IN A NUTSHELL

On the whole, companies believe that if they deliver good service, their customers will refer them naturally. This is a *passive* approach, and in reality quality referrals are unlikely to be forthcoming.

Research conducted by Tel Aviv University in 2005<sup>2</sup> found that bad news travels from one person to another twice as quickly as good news. One glance at the front page of a newspaper will tell you that bad news sells. It gives us something to talk about and people do seem to revel in sharing negative stories.

<sup>2</sup> Tel Aviv University Survey 2005 can be found at <http://goodnewsblog.com/2005/11/28/study-people-prefer-bad-news>

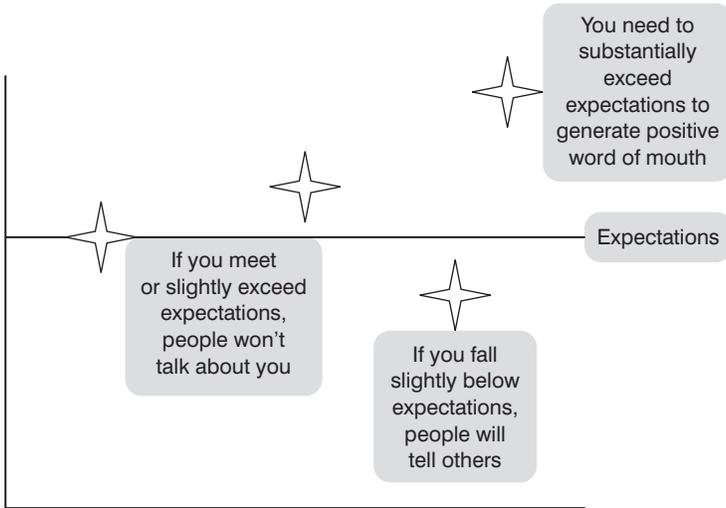
This shouldn't come as a surprise to you, so why is it that business owners are prepared to sit back and expect to benefit from a flow of positive comments and referrals? There is a belief that if we do a good job then people will refer us automatically, but that simply isn't the case. When was the last time you went out for a meal, enjoyed the food and service and then told all your friends that they simply had to eat there?

The chances are that if the meal met your expectations you might have told people it was 'nice' when asked what you did last night, but most people wouldn't proactively tell as many people as possible to visit that restaurant. Yet, if you had a bad experience, you may have reacted very differently. I'll bet that then you would tell all your friends, right?

The fact is that if you want to benefit from referrals based on the quality of your service alone, you need to substantially exceed expectations and give people a story they'll be unable to resist sharing (see Figure 3.1).

give people  
a story they'll  
be unable to  
resist sharing

Figure 3.1 Expectations and recommendation



In May 2009 I spoke at a conference for the Academy for Chief Executives at Warren House in Kingston, just outside London. On the evening before the conference, Academy CEO Mike Burnage arrived with a guest. They sat in the lounge and asked the waiter for some scones. The waiter started to tell Mike that there were no scones available that day but stopped himself. 'One moment please, sir,' he said and disappeared into the kitchen. A few minutes later he came out and said, 'Chef is making some fresh scones for you now.' Twenty minutes later he re-emerged with piping hot freshly made scones.

How do I know this? Because Mike told me – he had a story where Warren House substantially exceeded his expectations. How often would you expect a hotel that has no scones to make some for you there and then?

Not only did Mike tell me, I then relayed the same story to fellow diners that night, and again I told the audience from the stage the next day.

Of course, you need to be aware of the danger that, by focusing on consistently exceeding expectations, you change the nature of what people expect to receive from you. In turn, your efforts to produce the exceptional to stimulate positive word of mouth produce tougher expectations to fulfil and a greater chance of falling below them. It's a difficult balancing act and one that you have to manage very carefully, hence the popularity and relevance of the phrase 'underpromise and overdeliver'.

A printer I spoke to about this shared his approach. 'I always strive to deliver jobs when my customer needs them, certainly never late and not before either. It may well be that they don't want me to deliver early, so my efforts to impress would be in vain,' he told me.

'However, when I know a customer needs a particular job urgently, I will pull out all of the stops to make it happen. I go the extra mile when I know it is

important to my customer, not when it doesn't make a difference to them.'

## WHEN DID YOU LAST ASK?

If you accept that you can't simply wait for people to refer you, you need to start thinking more proactively. When did you last ask a client to refer you?

Few people know how to ask clients for referrals and in many cases they feel embarrassed or uncomfortable about it. We worry about looking desperate, or that people will think we're struggling or that we are imposing ourselves. Yet if you've done a good job and they can see the benefit, if you've taken the time to build a strong relationship with your clients, would they really see it as an imposition?

The truth is, it's more comfortable to hope for a well-deserved referral than to be proactive and go out and ask for one. Sitting and waiting is not that great for your balance sheet though.

A former member of one of the networking groups I used to be involved with sold his business and went to work with an accountancy practice to help them with their marketing and business development. His first act in his new role was to write to their clients and ask a simple question, 'Would you refer us?'

Eighty per cent said 'yes', yet the amount of new business through referrals was traditionally low. This seemed odd at first, until he discovered that this was the first time the firm had ever asked their clients about referrals.

It's simply not enough to hope that people will refer you if they're happy. Unless you are extraordinarily lucky, your customers don't think that way and you have to be far more proactive if you are going to generate streams of good quality referrals.

**few people  
know how to  
ask clients  
for referrals**

That's where a good quality referrals strategy comes into play, and we will to look at this in more depth later in the book.

### REVIEW

This chapter has covered the following:

- 1** Why every business needs a strong referrals strategy in place.
- 2** When *not* to ask:
  - building trust and understanding
  - being positive – focusing on your client.
- 3** Making the move:
  - looking for quality referrals
  - underpromising and overdelivering.

# Index

Page numbers in *italics* denotes a figure/table

- Ablestoke Consulting and HR 108–10
- Academy for Chief Executives 34
- acquaintances (weak ties) 124–5
- advertising 52–4
- affiliate schemes 186, 187
- Amazon xx
- appearance
  - and trust 65
- Arndt, Mikael 97, 98
- asking for referrals 35–6, 76, 199–204
  - common approaches 31, 201, 215
  - and LinkedIn 233–6, 235
  - and one-to-one meetings 203–4
  - right timing 23, 202–4
  - wrong timing 30–2, 200–2
- Baum, David 25
- Beecham, Sinclair 184–5
- Bibesco, Elizabeth 195
- blogging 160
- Bond, Tim 229
- brain building
  - and networks 157–8
  - and social networks 160
- Bribery Act (2010) 192
- Brown, John Seely 208
- Buist, William 71
- Burnage, Mike 34
- business associations 125
- business cards 8–9
- Business Network International (BNI) 158
- Business Referral Exchange (BRX) 6
- business relationships
  - mixing with personal relationships 136–8
- Business Scene 71
- buying decisions
  - influences on 58, 59, 60
- Carnegie, Dale
  - How to Win Friends and Influence People* 190–1
- case studies 96, 97–8, 244, 264
- Cass, Warren 71
- Chambers of Commerce 19, 125
- champions 123
  - being specific about requests to 92–3, 94, 242–3, 256, 263–4
  - bringing back into the fold 253–4
  - competitors as 106–7
  - feedback to 194–5, 245–6
  - identifying potential 75–6, 102–5, 240–2, 240, 262
  - making them understand your message and who you want to meet 80–7, 90–1, 94–6, 241, 244
  - painting pictures of who you would like to meet 94–6

- champions (*continued*)
- putting yourself in their shoes 75–6, 80, 263
  - recognising the opportunity to refer you 88–90, 242
  - standing out from the crowd when looking for 103–4
  - thanking 265–6
  - tracking your interactions with 250
  - understanding of their network and conversations they are having 89–90, 197, 241–2
  - willingness to refer 74–5, 241
  - winning referrals from 242–4
- 'chemistry' 126
- Cialdini, Robert
- Influence: The Psychology of Persuasion* 201
- Clarke, David 174–5
- clients
- network of 135
  - and referrals xx, 28, 30, 35, 132, 261
- cold-calling 11–12, 13, 25, 45–8, 251–2
- tips for better 47
- commissions 186–7
- common interests, establishing of 68–9, 126
- competitors
- and referrals 106–10
- conversion rates 255–7
- corporate entertainment 192–3
- Covey, Stephen
- The Seven Habits of Highly Effective People* 210
- cross-referring 107–10, 147–51
- cross-selling charts 149
- customer review sites xx, xxi
- Davies, Martine 134
- Davison, Lang 208
- digital media
- extending your networks through 116–17
  - see *also* social networks/networking
- direct mail 38–9, 48–50
- Direct Mail Association
- Response Rate Trend Report (2010) 38
- direct response marketing 38–9, 48–50
- door-to-door sales operations 45, 201
- Ecademy 119, 160, 161
- BlackStar level of 71, 161
- elevator pitches 16, 20, 21, 22, 70, 95
- emails
- Magic 235–6
  - and making introductions 10, 216–17
  - marketing 39, 48–9
- empathetic listening 210
- empathy 69–70, 209
- employees, former
- as source of referrals 134
- endorsements see testimonials
- entertainment
- using of to inspire referrals 192–4
- Everett, Lesley 66, 84–5
- expectations
- exceeding of and referrals 33–4, 33
  - and trust 66–7, 68
- experience
- building trust up through 71–3
- Facebook 53, 117, 119, 160
- Faith, Natasha 128
- family/friends
- mixing business with 137, 142
  - as part of your network 16, 88, 123, 132, 132, 261

- as potential referral sources
  - 138, 240
- feedback 84
  - to your champion 194–5, 245–6
- 51-51 equation 190–2
- financial incentives *see* incentives
- first impressions 65–6
- focus, retaining 196–7
- forecasting 252–3
- former employees
  - as source of referrals 134
- gatekeepers 11–12
- Givers Gain 172–3, 195, 196, 206
- giving referrals 181–4, 189, 205–18
  - exercise 181–3, 182, 183, 206
  - and Givers Gain 172–3, 195, 196, 206
  - introductions 214–15, 216–18
  - and listening 210–11, 215
  - making the right connection 215–16
  - safeguarding your reputation 212–13
  - showing a real interest in others 207
  - and tacit knowledge 208–9
  - time and effort factor 213–14, 213
  - timing 211–12
- giving/receiving balance 195–6
- Gladwell, Malcolm
  - The Tipping Point* 117–18
- Google AdWords 53
- Google Alerts 72
- Granovetter, Mark
  - The Strength of Weak Ties* 124–5
- Guare, John 116
- Hagel III, John 208
- Hall, Vanessa 66
- Heath, Chip and Dan
  - Made to Stick* 96
- 'Holy Quadruplicate' 103
- 'How can I help you?' question
  - 80–3, 200, 212, 261
- ideal referral, identifying 42–4, 43, 81, 87, 260–1
- incentive schemes 40–1, 184, 185
- industry associations 157
- interests, establishing common
  - 68–9, 126
- introducer fees 185–6
- introducers *see* champions
- introductions 4
  - and emails 10, 216–17
  - and giving referrals 214–15, 216–18
  - and meetings 217–18
- jargon 95–6
- Karinthy, Frigyes 114
- lapsed referrals 253–4
- lead-generation 29, 31, 201, 215
- leads 7–8, 9, 259, 260
- Leboff, Grant
  - Sticky Marketing* xix
- LinkedIn xvii, 72, 117, 140, 160, 204, 221–37
  - asking for a referral 233–6, 235
  - building your network 227–9
  - and endorsements/testimonials 72, 230–1, 230
  - profile 224–6, 226
    - current and past positions 226
    - message 225
    - photograph 224
    - professional experience and goals 225, 226
    - specialities 226
    - status 225, 225
  - and referral building 160–1, 231–3, 232
  - and six degrees of separation 222

- LinkedIn Open Networkers 119
- listen to/listen for 210
- listening, art of 210–11, 215
- Lopata, Andy
  - ...and *Death Came Third* 126, 210
- losing work 194
- loyalty schemes 184–5
  
- McKinsey 138
- Magic Email 235–6
- mailshots 38, 48–50
- marketing 45–54
  - advertising 52–4
  - cold-calling see cold-calling
  - direct response 38–9, 48–50
  - email 39, 48–9
  - perils of mass 38–40, 42, 44
  - and public relations 51–2
- Marshall, Angela 65
- Maslow's Hierarchy of Needs 67
- mass marketing, perils of 38–40, 42, 44
- meetings
  - and introductions 217–18
  - see also one-to-one meetings
- message
  - and case studies 97–8
  - getting it right 264
  - and Problem-Solution-Benefit model 94–6
  - and referral mix 169–71
  - refining of 250
  - understanding and conveying of to your champion 80–7, 90–1, 94–6, 241, 244
  - using simple language and not jargon 95–6
- Milgram, Professor Stanley 115, 117, 118
- Misner, Ivan 117, 118, 172, 173, 195
  - Truth or Delusion* 119–20
- Mouazan, Servane 190
- multi-level marketing (MLM) companies 29
- Mutton, Neil 109–10
  
- names and numbers approach 6, 29, 30–1, 215
- National Speakers' Association 106
- Nead, Howard 53
- needs 104
  - focusing on prospect's 46
  - and trust 67
- networking dance 20–1
- networking events 16, 261
  - building up of relationships at 17, 18–19, 20, 21–2, 23
  - and going for the immediate return 23
  - not focusing on selling 141–2
  - within organisations 149
- networking groups 125, 154–5
  - classification of 155–9
  - developing friendships within 18
  - distinction between networks and 17–18
  - getting results from your membership 163–4
  - importance of in building up networks 126
  - leaving 173–5
  - limitations 19, 154–5
  - networking myth and referrals 17–19, 154
  - selecting the right one for you 154
  - setting clear goals 163, 164
  - visitor days 154
  - and 'who do you know who' question 91
- networking myth 17–19, 154
- networking overload 25

- NetworkingSunday.com 229
- networks/networking 16, 17–18
  - and 51-51 equation 190–2
  - and brain building 157–8
  - building up deep relationships
    - within your 17, 24, 123, 126–7, 190–2
  - building of within organisations 149
  - classification of 155–9
    - and commitment 171–2
    - defining and types of 16
    - degrees of your 123–4, 123
    - distinction between networking groups and 17–18
  - forecasting return on investment from 252–3
  - Givers Gain concept 172–3
  - hidden connections of people in your 88–90, 132–5, 211
  - long-term approach 127–9, 251
  - making manageable 122–3
  - making real connections through conversation 121–4
  - mixing business and personal 136–8
  - need for diversity 119–20, 125
  - online 159–62
    - see also social networks/networking
  - pigeonholing people in your 132–3, 132, 210, 261
  - power of weak ties 124–5
    - and profile building 155–7
    - and referral building 158–9
    - and referrals mix 166–9
  - returns from xxi, 163–7, 252–3
  - selecting the right one for you 153–75
  - selling through and not to 140–2
  - setting objectives from 162, 162
    - and six degrees of separation 117–18, 119
    - size of 119–21, 122
    - socialising with people in your 70–1
    - tracking the connections you need 139–40
    - ways of building up a positive profile among fellow members 172
      - ways of growing your 125–7
- niche markets, establishing 105
- Nielsen Global Online Consumer Survey 58
- non-specific requests 39–40, 42, 44, 92–3, 263–4
- one-to-one meetings 70, 172, 190, 203–4
- online advertising 53
- online networking 159–62
  - see also social networks/networking
- organisations
  - building your internal network within 149
  - internal networking events 149
  - lack of inter-departmental communication 146–7
  - mixing of staff within 149
  - personal targets and rewards 150–1
  - referral partnership between 107–9
  - referrals within 145–51
  - trust and understanding within 147–9
- passive referrals approach 32–3, 180, 181, 185
- ‘pay per click’ 53
- personal brand 66, 84–5

- personal lives,
  - keeping separate from business lives 136–8
- Plaxo 229
- positive referral cycle 76–7, 76
- Precious Online Awards 128
- press, tips in dealing with 52
- Preston, Andy 47
- Pret à Manger 184, 185
- Priestley, Daniel 186
- proactive, being 35–6, 77, 107, 180, 222, 253
- Problem-Solution-Benefit model 94–6, 97–8
- Professional Speaking Association 157
- profile building
  - and networks 155–7
  - and social networks 160
- promises, and trust 67–8
- prospects xv, 9, 30, 87–8
  - developing a picture of 139
  - eliciting response from 97–8
  - knowing about you in advance and expecting telephone call 9, 10
- public relations 51–2
  
- Q&A People Matter 108–10
- qualified referrals 62–3, 75, 212
- questions, asking the right 91–3
- Quin~essence 109–10
  
- rapport 68
- receiving/giving balance 195–6
- reciprocity 173, 200
- recommendations 8–9, 259–60
- referral-aware 28, 30
- Referral Book xxii, 239–47, 254, 255, 265
  - identifying potential champions 240–2, 240
  - as a tool 246–7
  - tracking referrals 244–6, 245
  - winning referrals 242–4
- referral heaven, three steps to 9–11, 260
- Referral Institute 204
- referral mix 166–71, 168
- referral partnership between firms 107–9
- referrals
  - asking for see asking for referrals
  - and being proactive 35–6, 77, 107, 180, 222, 253
  - benefits of xix, xx, 4, 12–13
  - and exceeding expectations 33–4, 33
  - giving see giving referrals
  - identifying ideal 42–4, 43, 81, 87, 260–1
  - inspiring people to make 179–204
  - keeping in touch after passing on 73
  - key foundations for success 158, 216
  - lapsed 253–4
  - main barrier to regular 180
  - as the most effective route to market 44–5
  - passive approach 32–3, 180, 181, 185
  - people's preference for 4–5
  - qualified 62–3, 75, 212
  - relational approaches 184, 188–9
  - shift from quantity to quality of 6
  - tracking 244–6, 250–2, 254, 265
  - transactional approaches 184–8
  - unqualified 63–4, 75
  - ways to make it worthwhile for people to refer you 194–5

- winning 242–4
  - within an organisation 145–51
- referrals strategy 28–9
  - long-term approach 251
  - ten steps to an effective 259–66
  - trust and understanding as key foundations for 30, 147, 159
- rejection-then-retreat technique 201
- relational approaches 184, 188–9
- relationships 197–8, 208
  - and 51-51 equation 190–2
  - avoiding networking overload 25–6
  - between different parts of an organisation 147–9
  - building of at networking events 17, 18–19, 20, 21–2, 23
  - building deep 17, 24, 123, 126–7, 190–2
  - developing of outside the networking event 70–1, 172, 190
  - and sharing common interests 68–9, 126
  - ways to stay in touch with other people 192
- reputation
  - safeguarding of when giving referrals 212–13
- requests
  - non-specific 39–40, 42, 44, 92–3, 263–4
  - specific 92–3, 94, 242–3, 256, 263–4
- returns
  - from networks xxi, 163–7, 252–3
- Robert, Cavett 106
- Rotary 125
- Rothenberg, Randall 53
- Round Table 125
- selling
  - avoiding of in networking 140–2
  - Six Degrees Game 117–18
  - six degrees of separation 114–19, 123, 132, 139, 166
  - social networks/networking 53, 159–62, 222
    - brain building 160
    - profile building 160
    - referral building 160–2
    - testimonials on 72–3
    - see also LinkedIn
  - specific requests, making 92–3, 94, 242–3, 256, 263–4
  - speed networking 80–1, 200
  - staff canteen 149
  - standing out from the crowd 103–4
  - Stevens, Alan 51–2, 160
  - Stevenson, Aron 193
  - story-telling 94–5, 97–8
  - successes, replicating existing 254–5
  - Sunday Times Wine Club 40, 184
  - synergy groups, setting up of 107–9
- tacit knowledge 208–9
- targets 150–1
- Tel Aviv University 32
- testimonials 72
  - and LinkedIn 72, 230–1, 230
  - and online social networks 72–3
- thank you, saying 265–6
- Thomson, Peter 49–50
- time and effort factor
  - and giving referrals 213–14, 213
- timing
  - and asking for referrals 23, 30–2, 200–4
  - and giving referrals 211–12
- tips 7, 9, 259, 260
- tracking referrals 244–6, 250–2, 254, 265

- transactional approaches 184–8
- trigger comments 214
- TripAdvisor xx
- trust 58, 76–7, 193–4, 209, 243
  - building up of through experience 71–3
  - building up of through one-to-one meetings 70
  - definition 66
  - developing relationships outside the networking event and 70–1
  - establishing 64–5
  - establishing common interests and 68–9
  - factors influencing 64–5 and first impressions 65–6
  - fulfilling promises 67–8
  - as key foundation for referral strategy xxi, 30, 58, 76–7, 76
  - understanding expectations and needs 66–7, 68
  - within organisations 147–9
- Twitter 119, 160, 161
- ‘underpromise and overdeliver’ 34
- unqualified referrals 63–4, 75
- unsolicited sales calls 12
- values, core 66
- Vermeiren, Jan 235–6
- visitor days 154
- Wax, Ruby 69–70
- weak ties, strength of 124–5
- weather, talking about the 68–70
- Westwood, Tony 169–71
- who do you refer exercise 181–4, 182, 183
- ‘Wild Card Pack, The’ 127–8
- willingness to refer 74–5, 241
- women’s networks 149
- word of mouth marketing xx–xxi, 5
- Xing 160
- Zemikael, Semhal 128
- Ziegler, James A. 65

## JOIN THE CONVERSATION

Having reached the end of this book, I hope you have already taken your first steps towards developing an effective referrals strategy. There may be questions you want answered or tips you'd like to share with other people going through the same process.

Please join the conversation on Twitter, Facebook or LinkedIn.

- On **Twitter** you can ask me a question or share your experiences at **@AndyLopata** or use the tag **#RecommendedtheBook**.
- On **Facebook** please sign up for my Connecting is not Enough page at **www.facebook.com/networkingstrategy** where I will share blogs and ideas relevant to networking strategies, and encourage you to do the same and also answer questions.
- On **LinkedIn** you can join the Business Networking Strategy group (search for 'Business Networking Strategy' under groups) where you can also ask questions and join in general discussions.

For further information on how I can support you to implement a referrals strategy in your business, and for more resources to support your networking, please visit **www.lopata.co.uk** or send me an email at **andy@lopata.co.uk**.

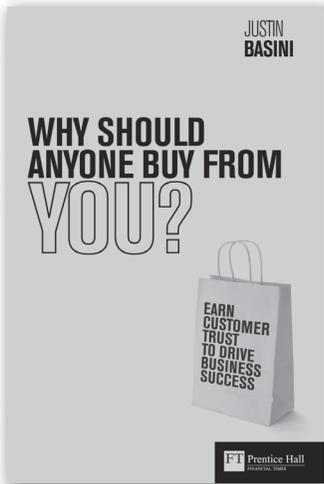
I also send out a three-weekly networking tips e-zine and you can subscribe to this at **www.lopata.co.uk**.

Last, but not least, if you have found this book to be valuable, please help me by recommending it to your network. If you are an Amazon customer, could you also please post a review on the site and share what made a difference to you?

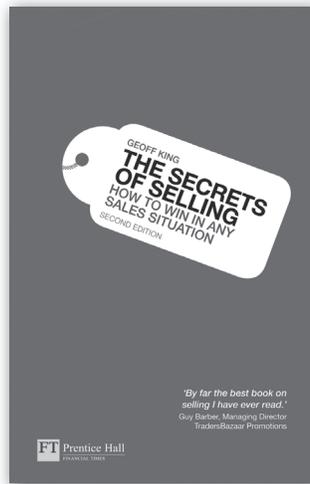
Happy networking!

Andy Lopata

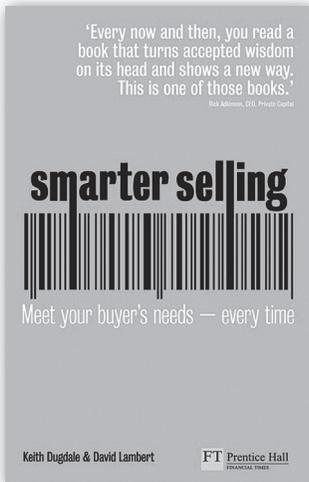
# Read On



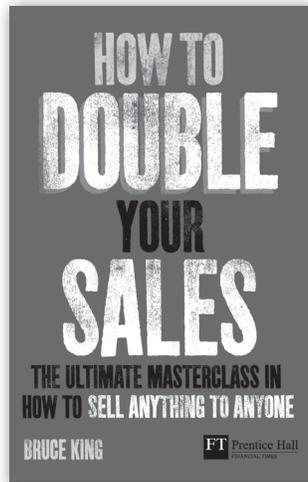
9780273745518



9780273742326



9780273750444



9780273732617

Available online and from all good bookstores

# ...and death came third!

- *Do you dread going to networking events?*
- *Do you hide at the back of the room when you have the opportunity to present your business?*

In 1984 a New York Times Survey on Social Anxiety placed death third in the list of people's biggest fears. The top two responses were walking into a room full of strangers and speaking in public.

Facing these two fears head on, '...and death came third!' rocketed straight to Number Two on the Amazon UK bestseller lists on publication of its First Edition in 2006. Since then thousands of people have turned to its pages to help them network and present with much more confidence.

Brought to you by:



Andy Lopata,  
Business Networking  
Strategist.



Peter Roper,  
The Natural  
Presenter.

In this updated second edition you can discover how to:

- Walk into a networking event and approach people with **CONFIDENCE**
- **STRUCTURE** a talk so that you can get your key message across **POWERFULLY**
- **ENGAGE** people in conversation and get them interested in **YOU**
- **FOCUS** on the results you want from networking and achieve them **EASILY**
- **STAND** and speak with **CONVICTION** and **AUTHORITY**

and much, much more...



ISBN: 9781907722301  
Format: Paperback B&W  
Size: 216 x 140 mm  
Page Count: 280 pp  
Price: £15.99

