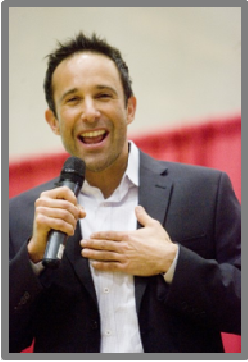




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### **Lisa Sasevich Interviews Robert Richman**

LISA: Hello and welcome everyone. This is Lisa Sasevich and I'm very excited to have you here today with us on How to Sell to Women. This is our three-day virtual training that is going to share with you proven ways to honor women, serve women and inspire women to say "yes" on the spot. I'm known by many as the queen of sales conversation and I love inspiring people to say yes to themselves and I realized in the last few years that a majority of the people I've been inspiring are women. So I got to look and see, wow, what would it be like if we can just open the doors for all of us that are looking to serve women in our businesses and really share our best practices of what it takes to attract the woman client, inspire the woman client and influence the woman client into our businesses really for the sake of serving her at the highest level. When I thought about companies that really are taking this to new heights, there's one company that came right to the top of my mind. And I'm sure it's because I'm a very happy client and that company is Zappos. When you think about Zappos, obviously, for all of us on the call who are women, it brings a smile to our face. Because, I don't know about you, but I love getting new shoes, hot new shoes which I kind a plethora of always at Zappos. But there's a lot more to Zappos than just the most fashionable shoes. And if you've ever bought anything from the mega online shoe store Zappos, you've got to have heard this word mentioned because it just so go hand in hand with who they are and that word that comes to mind is service. There's just so much to Zappos and the secret sauce that they have that's beyond their free shipping and all the nice people that answer the phone if you ever call. They really embody very important lessons that all of us as online marketers, entrepreneurs, small business owners can learn from to start finding customers that don't just like us but actually love us. So today, it's really such an honor for me to introduce to you, Mr. Robert Richman, who is the product manager of Zappos Insights. This is the Zappos family company that's dedicated to helping businesses with their cultures. Now, Zappos really is the—just everyone has got their eye on Zappos because of the level of service they provide and the culture that they create. Now, Robert in particular, as an entrepreneur, built the model from a proof of concept website to a thriving business, helping over a thousand people every month. This is through Zappos Insights. Business leaders, managers and entrepreneurs take the Zappos Insights training to discover how a work place can help people grow, inspire amazing service and ultimately drive revenue. So I'm very excited to introduce Robert to you today. In his previous life, I do want to add that he developed digital marketing strategies for brands that we all know and love like Tony Robins, Sony, Billboard and many best selling business authors that we all enjoy. So Robert, thank you so much for being my guest today on How to Sell to Women.



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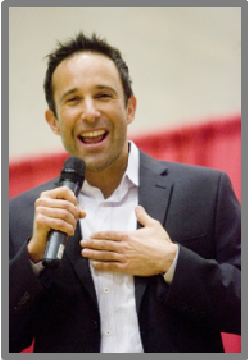
ROBERT: Pleasure to be here, Lisa.

LISA: One of the things that like I said when I opened the call is just when I think of Zappos, I get an instant smile on my face.

ROBERT: I can hear it in your voice.

LISA: I know. I should have my high heels clicking around on the wood floor in the background just to really be consistent here. But really I think that the words have become synonymous like tissue and Kleenex, Zappos and happiness and the place where I would love to just dive in today and we're going to have so many amazing master teachers coming in to teach us how to attract the woman client and inspire the woman client. The place I want to dive in today is really the happiness of the woman client. And when you and I talked in advance this interview, I got excited when you shared with me that you're going to reveal the number one source of customer happiness. And I love how you left me hanging on that, come to you and find out what it is, so I'd love to hear anything more that you want to share with us about Zappos Insights and really that unique transformation, that outcome that you provide to your clients and how that related to the number one source of customer happiness.

ROBERT: Yeah, yeah. Absolutely, happiness talk about it. When we're talking earlier, we start off the conversation about are there certain techniques we use to market to women and there really aren't because it goes so much deeper than that to what you were saying that level of happiness, that level of service. And I think one example of where that starts was one of my first days here at Zappos, we were starting to plan out Zappos Insights. I reflected back on a day and I realized I've been in meetings and at least a quarter of the time, 25% of the time in the meetings was spent laughing, just laughing and it blew me away. I've been on a lot of corporate settings and that kind of experience had never happened to me before. And what I started to realize, because my role was really to come in to Zappos and understand what that magic is and start to package in a way the other companies could really start to understand it. And that all really got started organically. It came up as a need. We didn't actually have that as a



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strategy here. What happened was at Zappos, we created a whole environment where people just love to work and very creative, very expressive and all the shoe vendors would come in and they'd look around. They say, "Oh my God, this is amazing here." And they said, "You know what, can we bring a few friends next time when we come to visit?" We said yes, sure. And then their friends brought more friends and then next thing we know, just thousands of people are coming in and we just didn't say no. And people said, "Can we meet with HR? Can we talk to you guys about how you do these things? How you run a business?" And rather than saying no to this which a lot of businesses will do. You can't really just walk into Apple or Google and say, "Hey, can I come for a tour? Can you tell me all about how you do what you do?" And we said there's actually really a need for that. That's how Zappos Insight started is actually creating a business out of sharing this business model around happiness. And what I discovered after being here for awhile was it was really kind of hard because I was looking with that same kind of technical or tactical questions that I think we tend to look for where we're looking for the latest tool or what's going to be that website tool that's going to make a difference or what's that marketing tactic that's going to make the difference. And looking around, I couldn't really find it here because it existed at a much deeper level than I was originally looking for it. So when I started looking a lot deeper going through the training and started to see that the entire level of service that's happening here goes much deeper to a level of culture. And the well defined culture is everybody kind of knows what the word brand means. So brand is—I get a feeling when I mention a brand. When I say Apple, you get this feeling of these nice, sleek designs or mention your favorite clothing company, anything you get a feeling and expectation of what that experience is going to be. And culture is actually just the internal side of the brand. It's the feeling and the expectations that you have working inside a company. And working directly with Tony, the CEO of Zappos, what he always guided with was he said the brand is always a lagging indicator of the culture, that the culture is shaping everything and the brand is eventually going to catch up to that. So in order to create this level of service, what we did was create an entire culture of service. Because a lot of people say, "Oh, Zappos, you're so well known for customer service," but the interesting thing is that word is rarely used to customer service. I may say, "Oh, you're number one value is customer service." Actually, it's not. The number one value we have is delivering well to a service. The word "customer" isn't in there. So there are a few important things with that. The idea that the customer isn't in there means that it's service across the board, meaning whether it's a vendor, the people who we pay money to, we're actually taking them out to dinner, to drinks. We spend over a hundred thousand dollars on a party for the people that we are paying money to say thank you to be of service to them because they're so integral in our business, when those vendors are used to spending a lot of money to court companies and distributors like ours.



LISA:



Wow.

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ROBERT: And it's a level of service, yeah, that happens on level of bosses, of co-workers, how you surprise people for their birthdays because that word "wow", if you think about it, you can only really achieve the word "wow" if it's a surprise. So there are certain things that are known from Zappos customers. Things like free back and forth shipping, next day shipping, these kinds of things that are well known but what people don't know is that we have a list of over 200 Wow Tools that's almost like the secret menu on In-N-Out if you know that chain, that most people don't know about that are in our arsenal tools to figure out how to bring that customer interaction experience to the level of wow.

LISA: Okay. All I could say right now is wow. I wonder if this happens to you often because I'm sitting over here without wanting to interrupt you going, "Wow." Wow. So you have over 200 Wow Tools. You're saying like with In-N-Out, this is like the protein style burger not on the menu, to put it that way?

ROBERT: Yeah. I heard there's a lot more that you can create so you don't know but only certain people are in the know because we don't want to make it that expectation. It's a whole idea of under promise, over deliver. You want to have—I've always said that business is making a bold promise and then delivering on it. So having that bold promise that we have the biggest selection of shoes that will get it there overnight, it is a pretty bold promise and you have to deliver on that to be in business. If you don't do that people won't trust you to do what you say. But kind of a magic, that secret sauce comes in that other aspect, how are we going to actually surprise you? So if you call in, one of the things I'll tell you is that the representative on the phone, they're actually thinking and looking for way to connect with you beyond the transaction. They're listening for cues in what you're saying. They're listening to—if you're going on a trip, what excites you about that trip? Where are you going? What's interesting about it? They're looking for sounds in the background if they hear a dog, like how they can connect with you about your dog, things that you care about. Because what we found is that while a lot of companies are looking to eliminate the phone, we see it as our best branding tool because you got somebody's full attention right there and it's a chance to build a relationship. And we see it as a great opportunity because if you think about it—Lisa, you and I are two totally different businesses yet if somebody came and observe this, they'd see the same thing



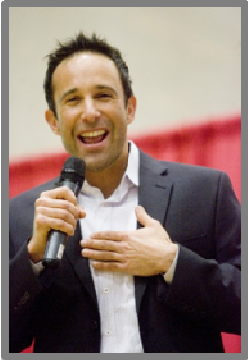
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that you and I are both on phone calls, that we're both emailing, that we're both researching, speaking and all these things like that which all comes down to communication. That all business really is now is communication and communication is just relationships between people. So our belief with this is that if we can strengthen our relationships across the board with the vendors with bosses, with clients, with co-workers, with our customers. Customers is just one piece of that chain where if you think about it if you have amazing relationships where you love them and they love you throughout your entire business model chain, how can things go wrong?

LISA: That's so true and I love how you are extending it. We all think about the automatic place to apply this would be the wow to our clients, right? And we can all say that would be the obvious but you're taking back up the chain to the vendors who are supplying you, you're taking it throughout. It's like you're just injecting the business with this abundance secret sauce. You know that clearly will come back around.

ROBERT: Absolutely. Yeah. Because if you think about it, if it's not that then it comes down to acting, like, "Oh, I'm going to act real nice and friendly when I want to phone the customer but it's okay if I treat my employee different. It's okay if I yell out to my vendor when they're not doing well. But I'm going to be acting when I'm in front of the client." And what we found is the way that we create that culture is people ask you, higher people who are very into shoes and who know the brands, who know the business, actually know we take the total opposite approach. Tony himself only has I think three pairs of shoes literally. And the whole idea with that is that we look for people who match up with the culture rather than the product. So we look for people who don't value shoes, who value service. And we ask them for stories in the interview that show an example of this. Like we ask them in an interview, "Tell us about a time when you surprised a co-worker. Tell us about a time when you helped somebody out when you didn't have to." And through those kinds of questions you start to see people who love being of service just to be of service. And that's how we developed, yes, a culture of service that drives that experience for the customer.

LISA: That is so great. I think for all of us as entrepreneurs or small business owners who are looking to grow our team, it is so common that we're looking for somebody who has this



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particular skill sets or into online marketing or already serves the woman client versus questions that would actually pull out what we value as a culture. Very powerful.

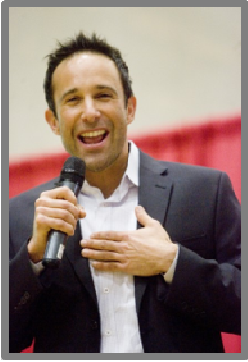
ROBERT: Yeah. Exactly. One of the things that we value is “Pursuing Growth and Learning”. That’s another one of our values. And so that’s helped us immensely especially my team. My team, 90% of them have come from the call center and what’s amazing about that we look for people who value growth and learning. So even when I had to bring somebody on as an operations manager, something that you think you need high amount of experience for, I found that if you have somebody who really loves learning and learns quickly, then you can teach them what they need to know. And not only that, once they know that, they’re going to keep on learning continuously to adjust to the business whereas if you get somebody who has a specialized skill set, often times they’ll do that. They’ll say, “I’m the expert on this. I’m going to do this.” But they won’t even grow beyond that. But if you get somebody who loves learning, then you can train them to do what they need to do and they’re going to grow beyond that.

LISA: So as a company, your culture, you value service. You’ve shared that, right? You’re looking for people who value service. You look for people who value growth and learning and are there others that you hold at the top of the charts?

ROBERT: Absolutely. What we’ve come well known for is our core value of “Create Fun and a Little Weirdness”. And we specifically—all the words are well chosen throughout all our core values and a little weirdness is to say we don’t want total psychopaths to come in. We just want you a little bit weird.

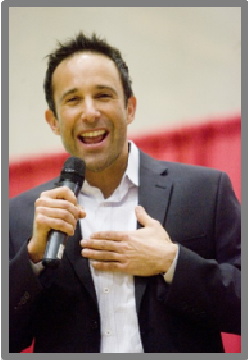
LISA: Just a little weird.

ROBERT: Yeah. The idea with that is that we embrace differences. What we found is that if you come through and take the tour here, we do thousands of free tours here and you’ll see it kind of looks like a high school setting with lots of different personalities. You’ll see punks and you’ll see people really well dressed and you’ll see these kinds of nerdy, techie types. Just



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every kind of group you could imagine that you would think there's no way these people get along. But they all share these core values and we actually embrace our differences and what we found is this really helps out with another one of our core values which is "Embrace and Drive Change". Because what we've see is that the only constant is change. The market is constantly changing. The customers are changing. We have to really be ready for that. So the only way that we can do that is really if we embrace our own differences. I'll give you an example of that. We look to see the whole person when we're interviewing. So guy here named Phil, he was interviewing for graphic design position. We asked questions like, "What would you do if you could do anything?" And sometimes that can be an intimidating question because you don't want to say the right answer you think you should be doing—have the recruiter think you should be doing something else. And he said, "You know what I really love to do is music." And the recruiter said, "One day maybe you'll be doing music at Zappos." He just couldn't believe she said that because how would that make sense. And then two years later, we find ourselves doing more TV commercials. We find ourselves doing more, more projects internally that need audio. And more and more of his works are becoming the audio to the point that now he's a full time producer and they've actually give him time and space for him to collect songs from other music producers in the building to create our own Zappos family music album. And so we were able to get somebody talented in that area without having to contract to that, without having to hire it out. He was actually working two jobs for a while. So it's highly efficient. Another one of our core values is "Do More with Less", work with what you have rather than trying to have to get it or pay for it if we can get it internally. So the core values as you can start to see, they really start to drive each other. So for example, with that core value "Do More with Less," that can sometimes run counter to deliver well after service. Yes, we just didn't deliver a pair of shoes well. Okay. Well, we're not going to send out a helicopter to get them and take them on a custom tour because that wouldn't be doing more with less. So what happens is we have these really interesting conversations. Somebody has an idea to deliver well. Another person says, okay, but how are we going to do more with less. And where it gets really interesting for me as a manager is if you have very well established values of how your organization is going to run, it makes it so that things get a whole lot less political and personal. So for example, one of our core values being "Build a Positive Team and Family Spirit". These are values that we say in oath to and we acknowledge fully that we can be fired for not holding them up. So when I talk to somebody about their negativity or talk to them about relating to somebody else on the team, it's not that I am singling them out because I don't like them. It's me invoking that core value and saying, "Remember, we both committed to this. So let's have a conversation about this core value and how we're going to bring that spirit back here based on the value instead of making it personal."



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LISA: That is just awesome. How many core values are in your oath?

ROBERT: There are 10.

LISA: Okay and you've told us about six of them. Wow. Thank you.

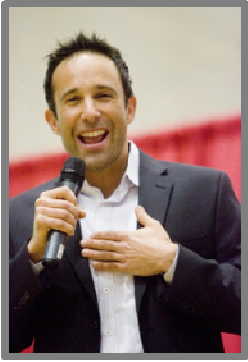
ROBERT: Yeah.

LISA: I find myself resonating so deeply with all of those so maybe would you say that that's an indicator from a client perspective of what would attract me to become a client? I know you're talking about internal core values but I want to loop it back into the source of customer happiness.

ROBERT: Yes.

LISA: Do you find that the people that would be attracted then are generally resonating with the core values?

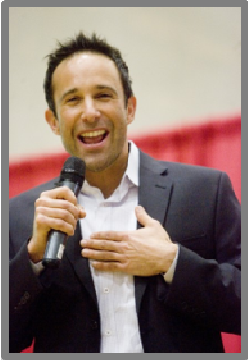
ROBERT: It blows my mind how well it works. I was just giving a speech to managers at General Motors. And I'm used to the women who are under the shoes coming up and being really excited about it but this one gentleman, I don't think he was even really a customer. I mean I think his wife was but he came up to me, just looked me in the eye and just said, "I believe in your company." The look in his eye was just amazing to see just how much he emotionally resonated with what we're up to and how much he—you can tell through these interactions how much people want to do business with us because they feel like they're a part of something. And it amazes me how like I mean I hear of epic phone calls that have changed people's lives and these kinds of things but what amazes me is how it happens on the smallest level. So for example, somebody came through here. It was actually somebody from the



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Harvard Business Journal who writes articles and he was doing a case study here. And he sat down and he said, "You know, I've been to the best companies in the world and I have never felt so warm and welcome as I do here." And there were actually tears in his eyes. And I said, "What was it that happened?" Like he had some amazing breakthroughs or some kind of incredible conversation, like what was it that could have prompted that? And he said, "Honestly, all it was just the conversations on the hallway with people. It's like they're really fully present. They're really there. They really care when they say, "Hi. How are you?" It means it on such a level that he hadn't experience before. And it was at that moment that I actually realized how much the core values really work and how it happens on every single touch point of engagement. That's what we found that makes the difference between a strong company and a strong culture when it isn't. The reason why you can say Apple as the biggest brand in the world is doing so well is because there's this consistency. You can see it in every single product of the design, of how well it works, of how it easy it is to use. There's an entire consistency across the board of this Excellency. And everybody knows that the Apple culture, you go in there and it's just that excellence is driving everything. We're optimized on services and happiness. They're really optimized on excellence and design. And so it doesn't even matter what that value is. Like with Google, it's engineering. With a finance company, I'm sure it's more analytics. Like what is it that you really value as an experience and are you having that experience all the way across the board? People think okay, it's so important when it's customer facing but this instance over here whether it be my website or whether it be even just something simple as your voicemail answering outgoing message, every single touch point that anybody interacting with your brand on any level has. And that's why I like to tell people to scale back. Like there are a million things you can do for your brand. There's a million ways to promote it. There's so many different things you can do out there but if you do all those in a way that isn't consistent with your brand and your culture, people are going to see those inconsistencies. And when they see inconsistencies, that's when it reflects to you, "Maybe I don't trust this person. Maybe I don't trust this brand. Maybe they don't really have it all together." But when you see it all consistent across the board, that's when trust happens. And when trust happens, that's when you develop a lifelong customer.

LISA: I love what I'm hearing you share because I know in my own quest like to discover my own purpose and passion. Once I got clear about that, just like what you shared, it made all the decisions, the yes or no decisions, the 'should 'I or 'shouldn't I', almost like in one hand like you said not political, not weighing on all these different factors. It's just is in alignment with my purpose.



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ROBERT: Yes.

LISA: And that's what really I hear you saying from a company perspective about having core values and setting your culture that everything from your voicemail to the look of the website to probably really help with client service decisions is all just it's not political. It's not even personal. It's just the answer needs to be consistent with the core values and the culture.

ROBERT: Yeah. Absolutely.

LISA: It sounds like what you're describing is almost a north star.

ROBERT: Yeah and the cost you sometimes have to pay for that is just a slower level of growth than might be possible. So for example, we only just came out with an app for iPhones and iPads last year. I mean we could have done that a lot earlier but rather than reaching out and jumping at the latest flashy object and new technology. There were certain things that we have to put in order before that. There were certain things that we have to do updates on the site and email because we know that while the app is so flashy and interesting that our core comes down to the website and things like the phone and email while they're not as glitzy, it's what most people like to communicate with. And we needed to make sure that we have that really down well before even going into those other things like an app. So the way that we see that—it also happens with hiring, that we've had posts open for a while because we didn't find the person who's that right fit, who will be the long term hire. So we could have filled it with somebody in quickly who had the skills, who could have gotten us like that app quickly or whatever that project is. But instead, we tend to look at things on a 10-year horizon and say, okay, let's plan ahead for a person that we want for 10 years for sure. We look at hiring like a marriage. They were not going to just go on one day and ask them to stay here for life. We really do a very in depth hiring process. So there is a cost to all this. There is a cost to creating a brand that is going to last for life and that tends to come in the form of being slower growth than might be possible and that's I think something that not all entrepreneurs are willing to accept because we're so about growth and want to grow so quick and so huge. But if you're committed to an experience that's deeper than that, it actually—we learn that lesson really early on where we were—at first we work with a lot of brands that were drop shipping. They were



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shipping the shoes from us but we couldn't control the experience. So our customer will call up and say, "You know what I got my shoes three weeks late." And we would have to throw our hands up because we didn't do that. It was the other company shipping it out. So rather than saying, "Okay, well, let's just deal with this," because we want those brands on our site, we said we're committed to this experience for our customer, "Can we literally drop 25% of our brands in one day?"

LISA: Wow.

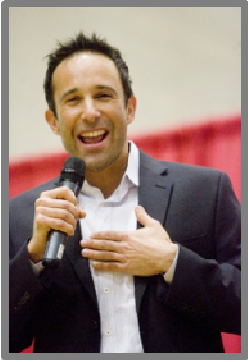
ROBERT: And short term huge revenue hit, short term huge hit to the website. Long term, it was the commitment to service to the point where right now American Express' own customers voted Zappos as the number one customer service in the world. And it was through holding back that appetite for growth instead focusing on the commitment to an experience that got us there.

LISA: I love what you're saying because it's exactly what I wanted to ask you next was about mistakes that companies make when they're looking to create the magic of the customer happiness, the customer experience and so you share this first one is they can get so caught up in growth, right, that they lose their commitment to—or even any focus on really defining the experience that they want to give and I think especially when we're looking—over here, we're focused on How to Sell to Women but I mean we're definitely driven by an experience, a consumer experience.

ROBERT: Yes.

LISA: So I think that's a huge one. Are there any other areas that you see people can jump the gun or kind of misinterpret? They're trying to get into an end result but may make mistakes in the route.

ROBERT: Yeah. It's interesting you bring that up because our division at Zappos Insights consults with a lot of entrepreneurs and growing organizations how to build and grow and make



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that happen quickly. And the interesting thing I saw in that was companies that have really, really good intentions somebody would learn about see all that Zappos is doing and they try to implement a lot really quickly and the organization, the people, the employees were rejecting it. And these were things that were really fun and enjoyable and great for the customers and great for clients and they were overwhelmed and they couldn't handle it all at once. And I realized that it wasn't so much that they did too much at once because we have seen companies do that kind at once and it worked. It's like a successful transplant surgery. The once that we see didn't were kind that explodes in their face. It's really interesting. Its concept we call medicating yourself through culture change or...

LISA: Okay.

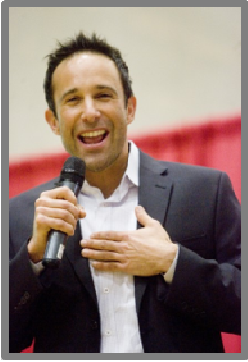
ROBERT: Yeah. So the idea that we found is that it happens when the leader or the entrepreneur wants to experience something in their lives they're not getting and so they use their own company to experience that in a way that's unhealthy.

LISA: Oh my. This is getting deep.

ROBERT: Yeah. We're going a little deep here.

LISA: Yes.

ROBERT: So for example, I was coaching one client who said it's always, always a good idea to drill down to the why. There's a great book on it called "Start with the Why" and like figure out what is the real motivation. When somebody says they want to make all these culture changes, I'll say, "Okay, why?" "Well, because it will make a great fun environment here." "Okay, great. Why do you want to make a great fun environment?" And you just keep on drilling down why, why, why until you get to core motion. And this one woman said, "Well, I want that because it will be so exciting? It'll just be exciting here." I said, "Great. Fantastic.



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Now, tell me how exciting is your own personal life right now?" And she goes, "Oh, it's really dull and awful." And I said, "Okay. So what's happening here is you're using this as a way to get your life to be exciting. Now, if your life is already exciting this would work well because you're actually sharing something that you already have. And from that kind of emotional level, it's going to work, the same way that we share our great culture here with our customers." But because she didn't have that in her life already, she was looking to other people, to her customers, to all these people to give her excitement. And it was an amazing turn around for her because I forced her to really think about what would make life exciting even if you didn't have this company. And she talked about certain adventures she wanted to go on. Just even things like just going on an hour hike for an adventure, not even a big vacation. She started doing those things, got the excitement in her life and that's where things started to turn around for her company.

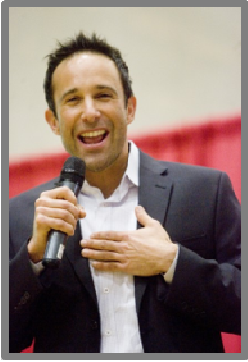
LISA: That's really amazing because we look at how we try to fill the void, right, with our man/woman relationships or our different personal relationships but as an entrepreneur, small business owners you really are in a position probably unknowingly just like this customer you're sharing about to be really looking out to your customers which is really the opposite of what you're sharing about the spirit of service and giving that wow experience, that experience of excitement versus kind of being the suck for wanting it.

ROBERT: Exactly. Exactly.

LISA: I don't think I've said wow so many times. So your wow factor is really working. Well, if you don't mind, I just love to ask you one more question and I'm going to be nosy on this one. So please indulge me as much as you can.

ROBERT: Yes.

LISA: Obviously, we're listening and attracted to this series because we have this interest in the woman client and Zappos just stands out as the leader in that market and I'm just curious if you would reveal how we can deliver a wow surprise through service in our own businesses. If you're willing to reveal any of your 200 as crumbs for us and maybe give us



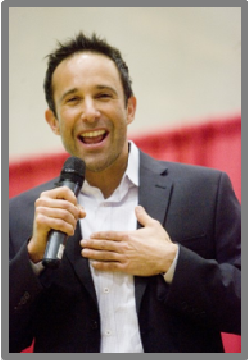
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some direction on where to look so we can just jump off this learning experience and be able to go right in and create some wows.

ROBERT: Okay. I'll give you two things. I'll give you an example of one of those that's kind of secretly on the list and then I'll give you a process that your customers can do to create their own Wow Tools. Does that work?

LISA: I love it. I love it.

ROBERT: Okay. Great. So here's the thing like one of those things on those list of 200 because you think they're things like special coupon and there are certain things like that that we get creative with that you might predict. But some of the ones that you don't are really simple that you might not even use the word tool for yet they are. Like for example, one of them is "See if you can get the customer to laugh." That's a simple tool that's one example. Another one being "Integrate the customer's name." And another one is a lot more but it inspires a certain amount of creativity which it says, "Can you anticipate the need they have before they even know it?" And what that does is what phone call centers do is they'll prescribe a lot of things. Here's the script to read. Here's this thing to do which actually insults just the human intelligence in general. If you can actually create something where the tool itself is a response that you want to get but you're leaving it to the creativity of your own employees to get that, that's where it can really develop and shine. So this list of 200, some of those things are actually highly subjective and highly creative process that we use. And the process that you can use to get this out of your own team—the mistake I see a lot of teams use is they'll sit everybody down and say, "Okay. We need Wow Tools. Let's go. How can we wow people?" And it's kind of it's getting the things too quickly. I can throw a dating analogy there but I won't. You really have to take a few steps back first before you get to this creative brainstorming because what tends to happen is that especially if you're already in business, which I think a lot of people will be on the call to certain degree. It's not totally from scratch but a lot is already going on that needs to be acknowledge. So the first question in that kind of group is you get into that consistency factor because that's where everything is going wrong. That's where the bleeding is happening. So you talk to a group and you say, "Where do you think we're off? Where are we saying one thing but we're doing another? Where are we not in alignment?" And actually what I found with groups is you have to actually push hard on this because nobody



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wants to be negative. Nobody wants to say something that might not be the cheerleader person and you actually have to say things like, if you're the business owner say, "Tell me what I don't want to hear." And if you're single entrepreneur, you can do this with somebody who just knows your brand well or your significant other or somebody who might just have more insight into your brand. And say, "Okay. Where is this off? Where is this out of alignment? What's not working?" And get those all out there. Get your own out there because those are psychologically blocking you from new solutions. And then before going into the creative part, the other thing that you want to do is then have a second conversation saying, "What are we doing that really, really works well?" This is where you stop the negative. You cut that all off but it's great. If in that conversation you want to say, "Is there anything else? Is there anything else?" because you get it all out. And then it's like just throwing it all up. You're done and it feels so much better. And then you start focusing on what you're doing really well. And what you do with that is you're actually—it can be all kinds of things, even intangibles like if you got great attitude or what that great product is or what your great team is about, like how are you knocking it out in the park. And that's when you develop a great list of assets. And so then you can move that conversation into, "Okay. Now what else is possible?" Because you've acknowledge the assets that you have, you see the reality. That's what's most important for you as a business owner is to really clearly see the reality of the situation and not flinch from it. Don't make it any worse or any better than it actually is but see what you got out of those assets and then think what is possible. And then from that what is possible conversation, that's when things really, really start flowing. Once you cleared out the negative, acknowledge those great things you have and that's where you can start that conversation of what is it that we could do to wow customers? What is it that we could do to wow each other? What is it that we can do to wow our bosses? And have that conversation that framework. And it helps to really get people energize and they stand up, moving around, get those ideas flowing. If you're doing that really well, there's a high amount of energy and in that moment, that's where you use like you start to look at what are the trends? What are the things that we can do immediately? What are the things that we need to schedule? And in that high state, you take advantage of all that good energy and that's where you commit and that's where you say, "You know what, this is the highest leverage technique. Let's make this happen by next week," or whatever that is and see who the people are who are really excited about and get them to commit in a public way in front of everybody. And that's who you can take that excitement for these kinds of things like Wow Tools like better service, like better culture and then go straight into action.

LISA: This is just so magical for the entrepreneur, for the small business owner because it feels like what you gave us today, Robert, is just insights that generally and obviously



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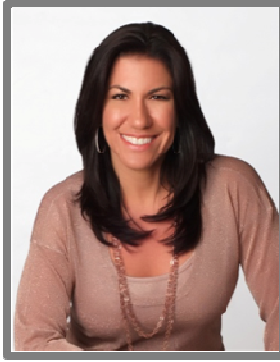
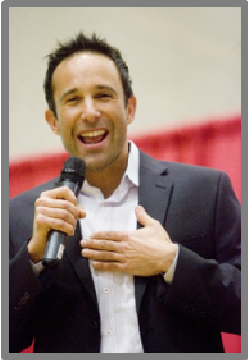
your Zappos Insights so you're doing your job here, insights that I think generally we are just moving so fast that we don't pause to look at and yet they really do have everything to do with our attraction factor for our clients, the level of happiness, the experience and really that which our clients go out and spread the word about us with.

ROBERT: Absolutely.

LISA: So thank you for giving some small and big companies that are on the line, some definite big boy company training here. And I'm curious if there are people on the line that want to know how to dig deeper, how to learn more about this knowledge that you guys have clearly distinguished so well to the degree where you can teach it so eloquently. Where can we find out more?

ROBERT: Yeah. It's all at ZapposInsights.com. And what we did was we wanted to make this available to anybody at any level of experience, cost level where you're at with the company so it starts at things like free tours that we do Monday through Thursday. We also on there you can go to Zappos Insights or to CultureBook.org and get a free book on culture that captures what we do and captures people in their own voices talking about what the culture is like here at Zappos. Both of those are completely free. But then we offer for the companies and people who really want to get advance level training and figure out how to do in their own organizations, we have several different engagements from half day here to a full two-day boot camp where you get to actually become part of the culture for two days that we do about once a month. So all those things are on ZapposInsights.com and we'd love to see anybody here.

LISA: Well, I just really appreciate that. I'm actually over at ZapposInsights.com. I love it because I can see the book on culture and one of the words peeking out in the picture is weirdness, the consistency that you talked about right here. So thank you for bringing your culture, your fun, a little bit of weirdness, your thrive inspiring us. Really everything you said is so consistent. It's inspiring us to do more with less. Really, I can see so many ways to start working with what we have, with the examples that you gave and I'm excited on how we'll be able to all use this in conjunction with everything that's about to be revealed in the How to Sell to Women three day virtual training to really serve our women clients at the highest level. And



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this is really for the men and the women listening to this that are looking to grow their business in the area of their women clients. Robert, thank you for your time. I'm excited to go take the tour the next time I'm out that way. It's in Las Vegas?

ROBERT: Yup. Las Vegas.

LISA: Okay. So everybody, next time you're in Vegas, you want to get onto the site and get yourself book for the tour. And I look forward to getting to see you again soon and just really, really want to thank you and everybody that you've worked with to come to all of these fabulous conclusions for sharing them here with us today.

ROBERT: My pleasure. Thank you so much. It's great to talk to you. I'm excited for both of you and your customers. I know we've been in touch over the years and I've seen how successful you've been. And I know in this type of business you can only be that successful if you're delivering a tremendous amount of value. So congratulations.

LISA: Our pleasure. You helped us see some of what we're doing here right today and certainly a lot of areas that we can keep improving. So that's the key. So everybody, we will see you coming up March 7<sup>th</sup> through 9<sup>th</sup> with our 12 master teachers all of whom have made millions serving the woman client. We look forward to sharing a lot more with you and again, Robert, I look forward to seeing you around our campus as well. Take care. Bye, everybody.