

ANDREW GRIFFITHS

The Entrepreneurial Futurist – Author of 13 Bestselling Books

**SOMEONE
HAS TO BE THE
MOST
EXPENSIVE**

WHY NOT MAKE IT YOU?

**BUT IF YOU'RE
GOING TO BE THE
MOST
EXPENSIVE
YOU HAVE TO BE
THE BEST**

‘Andrew Griffiths has a unique gift. He is one of the greatest communicators of our time. Part philosopher, part futurist and part advocate for entrepreneurs everywhere.’

Shelley Wild, CEO, PeopleHQ and Founder of *the* Human Learning Collective www.humanlearningcollective.com.au

‘Anyone can be the cheapest, the art is being a brand and service that is highly valued. In Andrew’s new book he takes you on a journey that makes you think bigger, bolder and braver than ever before to create an offering that is memorable, referable and loveable. This book is a total game changer!’

Keith Abraham, Multi-Award Winning Global Speaker, Five-Times Best Selling Author www.keithabraham.com

‘Andrew Griffiths is real, raw and relevant.’

The Sunday Mail

‘Andrew Griffiths is the eighth wonder of the world. He embodies authority, integrity and authenticity when it comes to doing business, and the success of the people he works with is mirrored around the planet. Those of us in his community are loyal, grateful and fiercely willing to support his extraordinary entrepreneurial work.’

Darren Finkelstein, The Accountability Coach, Author and Mentor www.tickthoseboxes.com.au

‘There is no one else like Andrew Griffiths. He’s larger than life, totally driven to help others, and he makes doing business a blast.’

Anh Doh, Comedian, Author and Speaker

‘Andrew Griffiths – we salute you.’

Weekend Sunrise

‘Andrew Griffiths is one of the best authorities I know on how to do business better. He is a never-ending source of smart information and powerful inspiration.’

Brian Haverty, Formerly Editorial Content Manager, CBS Interactive

'I've been fortunate enough to work and collaborate with Andrew over the past four years and I have deeply valued his integrity, honesty and deep insight. Through his carefully considered counsel, my business has flourished.'

Katrina McCarter, CEO, Marketing to Mums and OUT LOUD
Marketing Partnerships www.katrinamccarter.com

'It is no wonder that the top business people in 65 countries read and apply his material. Quite simply, the value he provides is immense.'

Blake Beattie, Author, BULLSEYE and Founder of Pay It Forward Day

'In my dealings with Andrew I am constantly impressed by his generosity of spirit, humility and kindness, let alone his extraordinary entrepreneurial firepower.'

Geoff Anderson, Author, Speaker, Founder Sonic Sight
www.sonicsight.com.au

'You know what I like most about Andrew Griffiths? His energy, enthusiasm and ability to see the best in something (business and life). Add to that a depth of business knowledge that is simply incredible and you get someone who knows their stuff and can deliver it in a way that people just get. That brings out the best in all of us.'

Rowdy McLean MBA, FAIM, CSP, 2019 Keynote Speaker of the Year
www.rowdymclean.com

'Priceless! He's done it again. Andrew unearths value everywhere and shows us how to package it perfectly.'

Robert Gerrish, Solo Business Advocate www.robertgerrish.com

'Andrew Griffiths is simply one of a kind. He has a generous and warm heart that nurtures people to achieve more than they ever imagined was possible. He has lived a huge life and is willing to share the good, the bad and the ugly to help others grow (or just feel better about themselves!).'

Bree James, Author, Speaker and Entrepreneur www.breejames.com.au

‘When I think about people who really understand entrepreneurs and business owners, there are a unique few that stand out around the world; Andrew Griffiths is one of them. Not only does he know the ins and outs of building a truly successful business, but he has the biggest heart and he is beyond generous in being able to help his clients create the shift they’re looking for.’

Jane Anderson, Voted #3 Branding Expert Globally, Certified Speaker, Author of seven books including *Catalyst Content*
www.janeandersonspeaks.com

‘Andrew Griffiths brings his full authentic personality and decades of rich experience to everything he does, building a high degree of credibility and trust in his advice, wrapped up in an easygoing style that helps you relax and engage with what he shares.’

Robert Nankervis, Leadership Advisor, Scaling Up Certified Coach, Speaker and Author www.robertnankervis.com

‘Andrew Griffiths is a very unique human being. He is one of those very rare souls that you only meet once or twice in your life who really cares about everyone around him, who gives and keeps on giving selflessly without ever expecting anything in return. And behind his fun-loving, self-deprecating wit is a sharp mind, a warm wisdom and attention to detail that creates powerful insights and incredible bolts of inspirational magic, time and time again.’

Bushy Martin, *Get Invested* Author and Podcast Host
www.knowhowproperty.com.au

‘After an intensive and challenging three-week tour of England, with a wide range of varied events throughout the country, the audience net promoter average across Andrew’s events was 9.7/10 – it was, without a doubt, the highest of any presenter we had ever had. A truly extraordinary result from a truly extraordinary speaker and authority.’

Luke Renahan, Head of Marketing and Events, Newable
www.newable.co.uk

Other titles by Andrew Griffiths

- 101 Ways to Market Your Business* (Allen & Unwin)
- 101 Ways to Really Satisfy Your Customers* (Allen & Unwin)
- 101 Survival Tips for Your Business* (Allen & Unwin)
- 101 Ways to Advertise Your Business* (Allen & Unwin)
- 101 Ways to Boost Your Business* (Allen & Unwin)
- 101 Ways to Have a Business and a Life* (Allen & Unwin)
- 101 Ways to Sell More of Anything to Anyone* (Allen & Unwin)
- 101 Secrets to Building a Winning Business* (Allen & Unwin)
- Bulletproof Your Business NOW* (Allen & Unwin)
- The Big Book of Small Business* (Allen & Unwin)
- The Me Myth* (Simon & Schuster)
- Business Over Breakfast Volume 1* (Publish Central)

It was a cold, wet and miserable morning ...

How on earth did I find myself standing on a deserted street, outside a nondescript, weather-beaten and kind of derelict-looking building on a wet and wild winter morning in Melbourne, basically waiting to score? I looked around tentatively and walked up to the blacked-out window, knocked three times, took a step back and waited.

After what felt like an eternity the window opened and a serious-looking hipster dude asked me what I wanted. I said, 'I'm here to pick up my ... order.' I shoved my phone with the instructions that had been emailed to me in his face, a little too desperately. He looked at it, then he looked me up and down slowly, mumbling something under his breath. He turned abruptly and walked off.

I wasn't really sure what I had to do now. Should I just get in my car and make a run for it? Or do I stand there and do my utmost to look cool, calm and confident? While deliberating on my next course of action the dude came back, with a very ordinary-looking brown paper bag – he handed it to me as if it were something precious, which of course it was. The bag felt much lighter than I imagined, and as I looked inside, he said, with a conspiratorial wink, 'You're all set for a very good weekend now', and he slammed the window shut.

I bolted for my car as the drizzle got heavier and climbed inside, turned on the heat and got mentally prepared to inspect my purchase. I opened the bag and took out one of two boxes nestled inside. I opened it gently and found, to my absolute delight, six puffy and light pieces of pure heaven, that were in fact crumpets. I had just scored my first Holy Crumpets, which is the name of the hipster brand responsible for these little mounds of love.

Were they magnificent? Oh, you had better believe it. Were they the best crumpets I'd ever eaten in my fifty-four years on this planet? Without a moment's doubt.

Now scoring these crumpets from a hole in the wall that is only open for three hours on a Saturday morning is just part of this process. I had to order them online, and they sell out within an hour or two of being made available. It has taken weeks just to get an order in. And I had to pay \$28 for twelve crumpets, where the going price for crumpets at most grocery stores is \$2 for six. So \$4 for twelve from the bigger grocery stores versus \$28 from Holy Crumpets.

So, let me get this straight: they have a ridiculous ordering process that requires you to pounce online the minute they go on sale (and you never know when that will be). You pay seven hundred percent more than the crumpets you can buy anywhere else, at your convenience, twenty-four hours a day. You have to go to a grungy part of town, risking life and limb to actually pick them up. And yet they sell out every single week and people rave about them.

All common sense would say that surely this can't work? Their business model is terrible, right? But is it? Someone has to be the most expensive, they most certainly are, but if you're going to be the most expensive, you have to be the best, and when it comes to crumpets these guys most certainly are.

This experience resonated deeply with me as I was in the midst of writing this book and it reinforced to me that there is an alternative business model to the hustle and the grind. There is a model that shows if you are absolutely prepared to do what it takes to be the very best at what you do, there are always going to be people who are prepared to find you and pay for what it is you are selling.

Imagine a business model where you are actually in control of your business. Let's be honest; in business most of us have a tiger by the tail where we just stagger from one day to the next and hang on for dear life. Imagine a business where you could earn what you deserve to earn, on your terms, where you can take pride in knowing that what you do is considered world-class in every way, and your customers know it and they are prepared to do whatever

it takes to get a hold of your products or service. *You* drive this business. But it doesn't work without one key ingredient.

The key is being the best. That's not something that comes easily. Few people are really prepared to do what it takes. Those that are, get rewarded with a business that works for them. One built on value, integrity, commitment – a business of substance. And that's what I'm all about, working with people of substance to build businesses of substance. Holy Crumpets are my new heroes, and while their business model might not work for some, it's mighty appealing to those of us who are sick and tired of the alternative.

So this is the story I want you to consider as we begin our little journey together down the 'Someone has to be the most expensive, why not make it you?' road. Buckle in, it's going to be one seriously interesting and challenging ride, with a giant pay-off if you're brave enough to go the distance.

Andrew Griffiths

For the loves of my life, Lalita, Lala and Leo.

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Introduction

Someone has to be the most expensive, why not make it you?

But if you're going to be the most expensive you have to be the best.

What exactly made you pick this book up? What was it about the title and the overall concept that resonated with you? I'm guessing something about it might have put a smile on your face at first, but then the full impact of the title struck a little deeper. I'm guessing you've been in business for a while, perhaps a long while, and you've reached a stage where you feel like you're working really hard but not achieving what you want to achieve. Specifically, you might not be earning what you want out of your business, and it seems that no matter what you try, nothing really changes.

Feeling stuck? You're not alone

Don't worry, you are most certainly not alone. I'll explain how I came to know that in a minute, but right here, right now, I'd like you to read through this list of questions and see which ones you agree with:

- Are you really good at what you do and extremely proud of your work?
- Do you work incredibly hard, and have you done so for a long time?

Someone has to be the most expensive, why not make it you?

- Are you are committed to constantly getting better at what you do?
- Does it feel like the financial struggle always comes back, no matter what you do?
- If your business was more successful, would you be able to do a lot of good for others?
- Is being acknowledged and treated with respect for your work important to you?
- Do you tend to discount your products or services?
- Is your reputation vitally important to you?
- Do you want to stop the constant hustle (a word I'm well and truly over)?
- Are you are starting to lose the passion for your business?
- Are you starting to wonder if things will ever change?
- Do you find yourself wondering why everyone else's business seems so much easier to run and way more profitable than yours?

Any of these ring a bell for you? If you're reading this book, I'm sure many of them sound familiar.

The reality is that many business owners feel the same. It's often thought that simply working harder is the answer – but it's not. From my experience, it's time to kick back against the backseat Uber commentators telling you to hustle more, to scale more, to get a billion followers, to spend more on SEO or whatever today's fad business strategy may be, and – of course – to make sure you are building an empire.

Remember, these people make their money out of telling you what to do and selling you their products.

There has to be a better way, right?

There are vast numbers of businesses around the world hungry for an alternative, because working harder and harder is simply not doing it for them and there is a growing sense of frustration. Imagine if there was a better option, one that got back to some fundamentally sound business practices but still took into consideration the clear reality that we are living in a very tech-based, dynamic and rapidly evolving world.

Just hustling more is not the answer.

Just scaling is not the answer.

Just posting on social media is not the answer.

In among the confusion that comes with doing business today, there is most definitely a trend starting to emerge, and this is the push back against all the ‘just hustle more’, all the ‘scale at any cost’, all the ‘grow an empire’. It’s about building a business that serves *you*, not the other way around. It’s about building a business that is solid and that has substance. And much, much more.

This is about building a business that’s as big as you want it to be, not as big as you think others want it to be. It’s about a business where you get to do what you do, really well. It’s where you attract customers who value you and what you do and how you do it, and they are prepared to pay accordingly. It’s where new customers find you, because of your reputation, and they seek you out from every corner of the world. It’s where your business gives you the things you want out of life. It’s where you can give back and support others because your business allows you to do that. It’s about feeling energised and excited about your business every single day. And it’s about knowing you really are good at what you do and not being ashamed to say it.

All too often the image we painted of how we wanted our business to be in the early days is very different to the reality of the business we’ve created or that we’ve ended up with. My passion is to help people get back to the business that inspires them, fires them up and gives them a life of meaning and purpose.

Someone has to be the most expensive, why not make it you?

My concept is very simple: someone has to be the most expensive, why not make it you? But if you *are* going to be the most expensive, you also have to be the best. And that's a very big 'but'. This simple but incredibly powerful shift changes everything – and many very smart entrepreneurs around the world have cottoned onto this strategy as the one that solves all their issues and finally helps them build the business they actually want.

Like many big ideas, it seems incredibly simple, and of course it's very easy for me to just rattle it off, and say now off you go – go and be expensive and the unicorns and bunny rabbits will come running to make everything perfect. In reality, it's a hard shift, especially if you have issues around money, a lack of any other kind of strategy or business model, and the (very common) self-belief that tells you people will only pay 'so much'.

Today I'm an Entrepreneurial Futurist; I get to travel the world, talking to, working with, and observing all kinds of trends in business, in particular small business, and seeing what is working and what is not. I see the emerging trends, the innovation that is happening with businesses in every corner of the planet and across every industry, and I get to draw out and analyse the common characteristics of these and put them into a format that other business owners can learn from.

Without a doubt, one of the biggest trends I'm seeing is a slowing down of business, driven by a desire to specialise, to niche, to deliver higher quality and higher value products and services and to be paid accordingly. This is a trend happening across all age groups and in all industries, and it represents an extraordinary opportunity for the committed business owner in today's rapidly and constantly evolving world. The concept of 'someone has to be the most expensive, why not make it you?' is, in my opinion, the best way to futureproof your business and protect yourself from the economic roller-coaster ride of the modern world with its recessions, pandemics, terrorism, natural disasters and so on.

So who is this Andrew Griffiths guy anyway?

But before we all start logging onto our websites and adding lots of zeros to the ends of our prices, I'd like to go back a step and share a little of my story and how this book evolved.

I bought my first business 35 years ago. I was 18. I had no idea what I was doing, as shown by the fact that I bought a SCUBA diving school and retail shop over 30km from the ocean (I like to think I was actually ahead of my time, getting in early to take advantage of rising sea levels that would ultimately make my store ocean-front). To say I had a steep learning curve is such an understatement that it's almost ludicrous to say it. Like most business owners, I leapt in and then started figuring out what the hell to do afterwards. What a fertile ground this creates for making monumental mistakes. That said, I don't think I would change any of them, but at the time they caused a lot of pain and angst, and with the wisdom of age, when I look back I see just how predictable they all were.

I've had many other businesses since that time. I've written thirteen bestselling business books sold around the world, delivered hundreds of keynote presentations to millions of people everywhere from Australia to England, India to Iran, Japan to Malaysia. I've been interviewed countless times by the mainstream media around the planet and written thousands of articles analysing what it takes to succeed in business. All of this has been my commentary on the extraordinary world of business, small business in particular, and I continue to have a fascination for the extraordinary way that creativity and innovation flourish in this space.

I've had the enormous pleasure of working with literally thousands of small business owners, helping them to build strong, solid businesses, with many growing into big corporations, and more than a few growing back into a smaller business. Over the years I've seen business evolve in extraordinary ways. The internet arrived, the fax machine died, innovation became the most searched word on the thing we lovingly know as Google. Technology has transformed how we all do what we do and social media has forever changed the way we communicate. And as consumers and buyers of

Someone has to be the most expensive, why not make it you?

products and services, we've never had so much choice and so many wonderful ways to spend our hard-earned cash.

As an Entrepreneurial Futurist I get asked to share my experiences and observations on how the world of business has changed and what I predict it will look like in the coming years – or in other words, what is the future of business? A big topic indeed. I'm asked to predict what the businesses of tomorrow will look like, and at the same time provide advice on how we can futureproof ourselves as business owners, entrepreneurs and even corporations to make sure we make it there.

One of the most profound quotes that I often use in my presentations is from Alvin Toffler, the author of *Future Shock*. He states:

The illiterate of the twenty-first century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

I find these words to be so extraordinarily relevant to each and every one of us in business today. And the rate at which we have to learn, unlearn and relearn is constantly speeding up. Just as we figure something out, we have to let it go and learn something new.

From my observations, the businesses that get really good at this form of evolution are the ones that succeed, and they will continue to succeed. Unfortunately, there are so many others that simply fail to keep up, fail to unlearn and relearn, forging ahead blindly, even though in most instances they know what they are doing is no longer working. I've stood at the front of so many rooms full of business owners and corporates who all share that look, the one that says *I know the world is changing, but I can't change with it, I'm in denial, and slowly dying.*

Cheery stuff, isn't it? Of course, it isn't all doom and gloom; in fact, it's the exact opposite. I'm seeing such incredible opportunity in the business world; entrepreneurs are coming out of the woodwork, companies that are only a few years old are being sold for billions of dollars, and really smart ideas for solving old problems are sprouting up everywhere. It really is the golden age of the entrepreneur in so many ways, when anyone with a reasonably good idea and

some basic communication skills can sell something to someone, somewhere. Entrepreneurialism is breaking out all over the world.

The business owner's curse

Now, out of all of this good news and not such good news, fresh challenges versus old challenges, amazing opportunities and the overall entrepreneurial wonderland we find ourselves in, there is one reoccurring issue I see time and time again that causes more heartache, pain, business failure and overall grief than any other, and that is the curse of simply not charging enough for what it is that we do.

Now, I've gone from painting the picture of this amazing entrepreneurial universe and all the amazing opportunities, and drilled right back down to one particular issue. And I've done this for a specific purpose: because many of the challenges being faced by business owners today could be overcome if they simply learned how to charge a fair price for what they do. Yet so many don't. (And believe me, we will be talking about why they don't a lot throughout this book.)

Initially this might sound like a fairly simple issue to fix. Just put your prices up – right? But like so many things in life, what appears so easy on the surface is in fact extraordinarily complicated when we start prodding and poking deeper.

The real heart of the issue is that many people have a terrible business poverty mentality. This is ingrained; it comes from a lack of self-worth, misguided beliefs which more often than not are simply not true, and of course the catch-all, fear. Fear of *what*? Pretty much everything. This business poverty mentality manifests itself by people undercharging for what they do, sometimes to such an extent that they could never make a profit even if they were fully booked. Clearly a crazy and somewhat bizarre situation to be in.

Putting up our prices, refining our offering, telling more powerful and more meaningful stories ... these are all easy when compared to winning the battle of the mind. And if that mind has a business poverty mentality firmly ingrained, it's not going to be easy to shift.

Someone has to be the most expensive, why not make it you?

Many business owners have one strategy that drives them – and this is to be the cheapest. This is their business plan, their marketing plan, their operational plan – everything. As long as they are cheaper than their competitors, they think they are winning. Of course, they are not. They are failing in so many ways I don't even know where to begin.

The better way

I work to a very simple philosophy: someone has to be the most expensive, why not make it you? Any business I've worked with that I've helped to transition from being the cheapest to being the most expensive has experienced such life-altering results, it's astonishing. But to be the most expensive, you also have to be the best. Simple as that.

Now I'm sure some of you are reading this and thinking I couldn't possibly understand how complicated your industry is, and how competitive it is, and how budget-driven your customers are. What would I know about *your* business? The idea of being the most expensive is a death sentence, right?

Well, I grew up with a poverty mentality and it certainly carried through into my early business days. I had no other strategies except price. And as a result, I had a business that made no money, no matter how hard I worked. I fried myself, working full-time hours in the business and holding down a full-time job for years, but I just kept going backwards and I was doing a good job at killing myself at the same time. I simply didn't know any other way. Keep working harder and everything will work out just fine.

Fortunately for me, I attracted some mentors who understood the concept of charging what they were worth. Their attitude to money was so vastly different to mine; whereas I never had enough no matter how hard I worked, they always seemed to have plenty and their businesses boomed. I quickly realised my issue was not so much what I was selling, but my own internal poverty mentality that was manifesting in my business, with what I sold, what I charged,

my awkwardness with having money conversations, chasing debts – money, money, money.

This book has one very clear purpose: to help anyone who is sick and tired of working like a dog, never making any money and always being stressed and exhausted, to turn that around. I've done it and redone it, numerous times. I've learnt to value myself and what I do and to charge accordingly. The difference this has made in my life has been extraordinary.

I'm going to share many stories to illustrate why we need to shift from being the cheapest to being the most expensive, or as a minimum, charging what you are actually worth. And if all you get out of this book is that you simply start charging more for what you do, and you overcome all the inner talk and the stories you're telling yourself that are actually wrong, I'll be happy. And I'll be happy because I know the impact this will have on your life overall.

I'll share some of my experiences, one in particular where I tripled my hourly rate and attracted far more customers than I could ever have imagined. I'm going to talk through the major caveat behind this principle: it's OK to be the most expensive, but you have to be the best. What does this really mean? How do we define what being the best looks like?

I will also be giving you a very clear process for making the transition to charging what you are worth. It's a 10-step process, and it's certainly not one for the faint of heart. The fact is that most people with a poverty mentality in business (and in life) won't have the courage to do what I suggest. Well, maybe not at first, but when you get desperate enough, when you get sick and tired enough, when you are finally ready to make this change once and for all, because the option of doing nothing is so devastating, that's when the change begins.

Two things I'd like to add before we start down this new road. Please don't think for one second that you are alone. Of all the business issues I've encountered over the years, this is without doubt the biggest, most commonly occurring and the most difficult to shift.

Secondly, if you do make this move, and go from being the cheapest, or totally price-driven, to being the most expensive, or at

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least charging what you are worth, so much will change in your world. When you actually start making money at a level that you deserve, when your business attracts a better calibre of customer, when you are no longer struggling to pay your bills, when you can actually take a decent holiday without worrying about the business, when you can do the things in your business that you are good at and that you love doing, you will fall back in love with your business and your life. And that will be a good day.

Someone has to be the most expensive, why not make it you? But if you *are* going to be the most expensive, you also have to be the best.

It's time to get this rock show on the road.

Part I

THE BIG WHY ...

One thing I've discovered in life
is that the bigger the why, the smaller
the obstacles tend to be.



Where are you now on your road to becoming the most expensive?

PART I: The BIG why ...

PART II: The world has changed – have you?

PART III: There are many very good reasons to be the most expensive

PART IV: How scared does this idea make you?

PART V: So what does it actually mean to be the best?

PART VI: Does this concept really work for any kind of business in any market?

PART VII: Surely the online world is completely different? Or is it?

PART VIII: Now we are convinced of the reasoning, we need some rules to work with

PART IX: The process we need to follow

PART X: Now it's time to rethink what we say

PART XI: More ways to increase your credibility, trustworthiness and 'buyability'

Part XII: This road is not for the faint of heart

LIKE MOST THINGS in life, we are unlikely to really achieve what we want unless we've got laser-like focus on what our big *why* actually is. I think that in business we can lose track of this; we can even forget why we started our business in the first place. What I'm really trying to do in this part is to help you reflect on your business as it is today and provide an aspirational, new-and-improved option for what it could be. And hopefully this will give you the inspiration and the courage to do what needs to be done.

1

Do you have a poverty mentality in business?

We all have a money mentality;
some focus on abundance, some focus on lack.
It is a choice.

This is the most logical place to start. I'm sure you've heard the term 'poverty mentality' or 'scarcity mindset' somewhere in the past. People like T Harv Eker, Napoleon Hill, Louise Hay, Gary Vaynerchuk, Tim Ferris and many others have been talking about it and writing about it for years.

So, how do you best *describe* it? And even more importantly, what do you do about it?

It's probably easiest for me to describe how I see it manifesting in businesses all over the planet. And don't worry, I know what a poverty mentality is because not only have I worked with many thousands of people who have it, I battled it myself for many years.

The typical signs of a poverty mentality

The typical signs of a poverty mentality or a scarcity mindset in business are:

- not charging enough for the service or products being sold
- difficulty (and I mean real difficulty) having conversations about money

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- a belief that our business will never be financially successful
- offering discounts for our products or services before we even get asked for a discount
- giving a discount just because someone asks for one
- a mentality that we have to work really long hours, for very little money
- finding it hard to speak up and ask for what we want in a negotiation or partnership
- a perpetual fear that everything is going to come crashing down around us
- a fear of losing our customers overnight
- nervousness and anxiety when a new competitor enters the market
- real resistance to putting prices up, even if you haven't put them up for years
- a form of depression where you think the struggle will never end
- changing direction in your business just as you're about to be successful (self-sabotage and poverty mentality often travel hand in hand)
- chopping and changing everything in your business all of the time, never giving products or services time to actually work
- the limiting belief that this is all our customers can afford to pay.

Do any of those sound like you? Most of them? *All* of them? I know it's not sexy or politically correct to think for a second that we aren't all amazingly upbeat and perky every minute of the day as we go from hustle to hustle. After all, it's all about attitude, right?

Well, to be honest, much of it is. But if you've been battling a poverty mentality in business (and if you've got it in your business, you've got it in your life overall) for a long time, you know how

exhausting it can be to feel you are never going to break out of the breakeven cycle. You're generally getting by with just enough, but no more.

Now, don't beat yourself up. As I mentioned in my introduction, it is ridiculously common, and this state of mind puts up all kinds of barriers, blocks and nasty little challenges that actually prevent us from being abundant in our business.

If you're reading this and thinking you don't have a poverty mentality, or imposter syndrome, or scarcity thinking, I can't for the life of me understand why you need this book, because if you are truly unburdened, you would already be confidently charging what you are worth, and perhaps you are the most expensive and the best at what you do.

For the rest of us mere mortals, admitting that we've got a problem is, as clichéd as it sounds, the perfect place to start our journey together. Once you accept the issue at hand, we can start to move beyond it. I know: I've been there. And I have to work not to slide back there when I'm going through a challenging time in my life or my business.

The big problem is that having a poverty mentality in business clearly leads to heartache and grief, and my biggest desire is to help as many people as possible to move beyond that place of shame, frustration, exhaustion and overwhelm. There is a much better option, believe me.

My main point here is simple and tragic: a poverty mentality tends to manifest itself the most when it comes to what you charge for what you do. And typically, this means gross undercharging, because we don't believe we deserve to be paid more. And that in turn leads to all kinds of things, most of which I'll scare you with in the coming pages.

9

Thank goodness for the hipster revolution

Find a business being run by hipsters and just sit back, look, listen and learn. Leave your ego at the door, they've got more than enough for all of us, but appreciate what they bring to the table without really knowing it. Here is your key to the future.

In the past 10 years we've well and truly seen the rise of the hipster entrepreneur. Personally, I love them. They bring some flair and attitude to the small business scene, and in many ways they've made it cool to be a business owner once again.

Hipsters started in the food scene, naturally enough, but now I'm working with hipsters running accounting practices, vet clinics, schools, gyms, marketing companies, gardening businesses, removalist businesses, law firms and pretty much every other industry. And they are revitalising the way we do business around the world, and because of that I think that we have a lot to thank the hipsters for.

How hipsters have changed business forever

They have changed a lot about the way we do business and the way we think about business. I love the energy they bring to doing business and the fun they have brought back to the small business space. I think there are 10 specific reasons why we should be grateful to

Someone has to be the most expensive, why not make it you?

small business hipsters everywhere and welcome the hipster revolution with open arms:

1. *It's now very cool to do one thing and do it really well.* If you want to do nothing but sell great coffee or make a particular type of food or collect honey – and nothing else – that is now absolutely OK. In fact, we love businesses that do one thing really well. Hipsters get this, and they are very happy to find that one thing and do it better than anyone else.
2. *We don't all have to be building an empire.* For a while there it seemed that if you were in business and you didn't want to sell it for a billion dollars in a year, you simply weren't trying hard enough. Now hipsters have helped us come to terms with the fact that not everyone wants to build an empire, but if you do, that's OK too. The bottom line: build the business you really want, not the kind of business that others expect.
3. *People love personality and hipsters have plenty of personality.* I think business was getting a little bland for a while. Everything was starting to look the same, like one big franchise. Hipsters have come along, covered in tattoos, beards and funky clothes, embracing their individuality and encouraging it in their staff. They have personality and they aren't afraid to use it. It just goes to show that customers want to do business with people who have personality. I know I do.
4. *It's nice to do things that take time to get right.* In a world obsessed with fast, a lot of hipster businesses are fighting back and taking the slow approach. They do things well. They don't advertise that they are the fastest, instead they actually say they do it right, not fast, so if you want fast, go to a bland, faceless business.
5. *People will pay for quality.* Hipsters have a laidback approach to doing what they do, but don't for a second think that translates into a 'we don't care' attitude. From my experience hipsters are incredibly committed to quality. They know that modern consumers are prepared to pay for it – and at the same time

they know that as the world becomes more competitive, a lack of quality will be punished mercilessly.

6. *It's nice to smile when you walk into a business.* Every time I walk into a hipster-run business I can't help but smile. They are having fun, they can have a conversation with you, they are proud of what they do and how they do it, they have a wonderful sense of team and they laugh a lot. Who doesn't want to buy from a business like this?
7. *Hipsters have taught us to be fearless.* With everything from food trucks to mail order razor blades, hipsters are all about giving it a go. If it doesn't work, you pick yourself up, dust yourself off and try the next idea. They don't spend years beating themselves up. They try new things, they love new ideas – the more innovative and offbeat the better. They teach us to not be afraid of giving a business idea a go – but do it well, charge what you are worth and let your personality shine through.
8. *Hipsters know how to tell stories.* With storytelling again at the forefront of marketing, hipsters know how to tell meaningful stories that count and that get attention. They tell the personal stories, the real stories, and the stories that their customers engage with.
9. *They know the importance of doing good.* Hipsters don't need to be told that they should do good, help others, support local charities, make a difference, do the right thing, protect the environment – and so on. They naturally do all of this because it's a part of their DNA.
10. *Hipsters are not afraid to charge what they are worth.* I went into a barbershop in Melbourne recently, a hipster haven, and they charged \$75 for a shave. Now there was a time when I would have laughed, saying there is no way anyone would ever pay that kind of money for a simple shave. But of course, it is far from a simple shave – and there is a line out the door, with people waiting up to an hour for a shave. People will pay for quality – hipsters are proving that in every industry.

Someone has to be the most expensive, why not make it you?

So next time you see a hipster business, find a quiet spot and sit and observe. We can all learn a lot about doing business in the modern world from our hipster brothers and sisters. I love them and what they have brought back to the world of small business in particular. Don't be afraid of letting some tattoos, piercings and vintage clothing into your business.

10

If your entire business strategy is to be the cheapest, you're in for a hard road

Being the cheapest is simply a lazy strategy, that rarely, if ever, pays off in any shape or form.

As I've mentioned a couple of times, I completely understand why many business owners adopt a strategy of being the cheapest. Sometimes it's all we know (it certainly was for me when I started in business). Often it's out of fear as more competitors enter the market, it feels like something we can influence quickly and effectively in a simple message ('we are the cheapest' rings out as a pretty good sales line when we are not sure what else to say), or we simply don't have a better alternative strategy to grow our business.

Herein lies the big issue – the reality of having a strategy based on being the cheapest generally leads to a fundamentally flawed business model, to the point where the business's long-term (and short-term) viability is questionable.

My personal – terrible – experience of being the cheapest

From my personal experience of running businesses when I thought it was all about being the cheapest, a number of things were constant:

1. I never actually made any profit because I simply didn't charge enough. I broke even, for years, but there was never any left over and it didn't seem to matter how much I sold.

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2. I never had any money in reserve, because of the point above. So I had no fat to get me through any lean times, or to deal with any setbacks, like broken equipment, tax, Christmas and so on. To survive I had to borrow more money, or as many businesses do today, live off an ever-increasing mountain of credit card debt.
3. I always struggled to grow because I was constantly undercapitalised. The only way to grow was, you guessed it, get deeper in debt.
4. I always felt like I was fighting a battle just to stay afloat. And it was a battle, all day, every day, year after year. This is a terrible way to live.
5. Most of my business decisions were fear-based – not a good place to make decisions from.
6. I attracted totally price-driven customers, and that leads to all kinds of issues (which I'll cover in more detail in the next chapter).
7. I had challenging relationships with my suppliers because I was constantly in a cash flow crunch which made it really hard for me to pay my bills on time. This was both embarrassing and stressful.
8. I had no real point of difference when it came to marketing my business – except to say, 'I'm the cheapest', which was pretty much what everyone else in my space was saying.
9. I couldn't afford good advice. In fact, I couldn't afford *anything*. So I just kept doing what I always did and getting what I always got.
10. I felt like I was stuck. It didn't seem to make any difference how hard I worked or how much I sold, I never had any money left over at the end of the week, and the slightest hiccup – like a bad debt or extra expense – threw my world into chaos.

I don't mean to nag, but seriously, this whole 'be the cheapest' is quite simply the worst business strategy you can have. It's important to me that you know I understand what it feels like to be stuck in this loop, and clearly I have been there. But my big drive is to help you break out of it. And I'd like to say it's easy, but it isn't.

Being the cheapest *is* easy, but to what end?