

★ INTRODUCTION ★

When I decided to leave my position as chief marketing officer for the world champion New England Patriots, I was thinking of my family. My kids were getting older, and my workday and travel schedule weren't leaving me much time to experience the kids growing up. I was out the door before 7 a.m. each day and home after 7 at night. We traveled with the team and hosted at home games. I knew that something had to give, and I decided my children were first priority.

This came at a time when I realized something else on the business end: most of the other teams in the league were missing part of the marketing and revenue-generating puzzle. It was clear that they believed that generating revenue was all about sponsorship sales, and while sponsorship is certainly a part of it, we had discovered that it's only a piece of the equation. We were successful at the Patriots because we had structured the organization so that we could build both our existing relationships and new business. We had long since abandoned the idea of just pouring more resources into new business and skimping on maintaining current business.

Knowing that other clubs and stadiums could use assistance with structuring and execution to maximize their revenues, I launched TrinityOne. Once TrinityOne was up and running, we began to notice that our methods were relevant not only to sports, but also across other industries; the principles that we had learned at the Patriots and throughout my career in sports made sense for other companies, large or small, private or public. We knew small businesses were struggling with how to put it all together, especially with limited funding and staffing.

I teach a sports marketing course at Boston College. As I created the curriculum and began to outline my thoughts and philosophies, *Winning the Customer* started to come together. Writing is a totally different animal from my normal day-to-day activities, so I knew it would be smart to have a coauthor. I talked to a few writers, but nothing seemed to click. Then I started following Elizabeth King on Twitter and

noticed that she was extremely bright, funny, and a little edgy. I read her blog, StayOutOfSchool.com, and liked her style. One day we were engaging in a 140-character discussion on Twitter, and I Direct Messaged her about whether she would ever consider cowriting a book. I convinced her to have a talk to chat about it. In that one phone call, I laid out my thoughts, she talked through the concept with me, and bam, just like that, we agreed to cowrite the book. Pretty cool story in itself.

Having worked in radio, in television, and for an NFL and MLS club, I had learned a particular overall approach to generating revenue: you have to *first* think of the listener, viewer, and fan, all of whom are consumers. The approach on which I've built my career stems from a unique philosophy that can work for any business. In broadcasting and team sports, we do not call our consumers "customers"; we hold them up to a higher level. It may seem like only a slight nuance, but it changes the dynamic drastically. At the radio station, *listeners* were all we could think of. We programmed every show *for* the listeners.

It's a bit different in other industries. Products are supposedly created to solve problems and provide people with solutions, but I sometimes wonder, "Did they really create that product with the consumer in mind, or did they just think it was a cool idea?" This difference in perspective also got me scratching my head about how consumer product companies provide customer service. There's a huge gap in customer relations in many industries because companies think it's all about the product rather than the customer.

In my first discussion with Andy Wasynczuk, the COO of the Patriots at the time, he told me that the Krafts thought I could create new mechanisms to bring new fans and customers to the team, but it was just as important to them that my group maintain and grow the relationships they had started building. That stuck with me for my entire time at the team. Everything we did always took both maintenance *and* growth into consideration.

Winning the Customer is all about how to maintain and grow relationships to maximize revenue. We'll talk about three key areas: (1) organizational structure and systems (The Marketing Playbook), (2) relationship building (Relationship Architecture), and (3) closing

business (The Revenue Game). In order to ensure that your company maximizes revenue, all three areas must work harmoniously together.

As I love to joke, none of this is business brain surgery, but we believe that when these three areas of importance come together, you will agree that this is the best way to run your business and win the customer.