MAXIMIZE BUSINESS VALUE PODCAST - EPISODE 246 Transcript

Tom Bronson (1s):
Welcome to the Maximize Business Value Podcast, brought to you by Mastery Partners, where our mission is to equip business owners like you to maximize your business value and achieve the exit of your dreams, whatever that means to you. With insights gained from over a hundred business transactions, we share real-world strategies, lessons, and expert advice to help you build long-term sustainable value in your business. Each episode is hosted by one of our Mastery-certified partners, their seasoned experts who've helped countless business owners navigate the complexities of growth, scaling, and building value.

Tom Bronson (45s):
They bring firsthand experience, actionable insights, and a passion for helping you build a business that thrives. So, let's dive in.

Dave Casey (58s):
Hi, this is Dave Casey, and welcome to The Maximize Business Value Podcast. This is for business leaders who are passionate about building long-term sustainable value in their businesses. Today I'm excited to introduce you to Scott Shilling, who's a VP of communications with the sales and marketing department. So, Scott, welcome to the podcast.

Scott Schilling (1m 19s):
Thanks, Dave. I'm excited about this. I think we'll have a lot of fun.

Dave Casey (1m 22s):
Yeah, I'm, I'm looking forward to it. So we've met a few times, and I know we've got tons of connections in common, but give our listeners a little bit of a background on you and your company, so,

Scott Schilling (1m 34s):

Well, thank you. You know, I was very blessed back in the day, I went to the University of Iowa, and not only did I go there, I played Big 10 football for the Great Hayden Fry, go Hawks. Oh,

Dave Casey (1m 47s):
Excellent.

Scott Schilling (1m 48s):
So, that was an amazing experience. But the reason I even started there is because I was gonna graduate at a time when there were no jobs in the marketplace. Well, I was gonna go to the Tippy Business School and get my Bachelor of Business Administration marketing major. What was gonna make me different than anybody else? And I actually became a licensed life insurance agent at age 18 while I was going to school and playing Big 10 football because I really felt that if I had personal face-to-face communication ability, if I learned how to talk to people, I would have choices when I came out.

Scott Schilling (2m 31s):
And that's exactly what happened. I was very blessed to have seven job offers coming outta college at a time when people had none.

Dave Casey (2m 39s):
Wow.

Scott Schilling (2m 40s):
So that gave me choices. So sometimes you add a skillset, not for that day, but for the future, for the rest of your career, quite frankly. And I took one of those choices. Again, I was very blessed to have them. My dad worked for the same company for 46 years, from the time he was 17 till he was 63 when he retired. And so that's what was modeled for me is you go to work for a corporation, you work hard, you climb through the ladder. And, and I did, and I achieved that in about 10 years. I was at the top field position I could have, and shocker, corporate America changed, and I understood it.

Scott Schilling (3m 32s):
I just didn't like some of it. Yeah. And so I chose to like,

Dave Casey (3m 35s):
You did everything right, but they changed the rules.

Scott Schilling (3m 38s):
Well, I don't, you know, I would like to say I did most things right. Yeah. You know, they asked me to do something I didn't agree with. They had every right to ask. I had every right to say no. I just didn't have every right to stay. No. And still work there. So,

Dave Casey (3m 53s):
So that's an age-old story, isn't it?

Scott Schilling (3m 56s):
Exactly. So I went off and into the consulting world, and from there, speaking and all sorts of different things from there.

Dave Casey (4m 2s):
Wow. How cool. Well, how cool, how forward thinking for a teenager to say, I'm gonna be determined that this is what I'm gonna do and how I'm gonna do it. And, you know, you weren't like, I'm gonna play in the NFL for 10 years, so I don't need to even study. I'm just here to play football, you know, so,

Scott Schilling (4m 20s):
Well, I had those aspirations as well, but yeah. Completely severing an Achilles tendon, you know,

Dave Casey (4m 28s):
Change your outlook.

Scott Schilling (4m 30s):
Yeah. Change that outlook a little bit.

Dave Casey (4m 32s):
Yeah, no kidding. So I gotta ask, the name of your company is the Sales and Marketing Department. So how did you come up with that?

Scott Schilling (4m 41s):
Well, it, it, our founder, Rick Leslie, as he was talking about it, you know, he said, you know, there's one way to always get through the gatekeeper. And I said, What's that? He said, All you gotta do is you say you're from the sales and marketing department. And so actually, as, and you're

Dave Casey (4m 58s):

Not lying.

Scott Schilling (4m 59s):
Well, that was the whole point. And so as he actually searched for company names and everything, he said, Can you believe the sales and marketing department is available? And I said, it's a long URL, so we actually have the U-R-L-T-S-A-M-D as well. But the point is, one of the reasons is that it's pretty self-explanatory. Yeah. We're a sales and marketing agency that helps people, you know, in fractional ways, wherever they may need that help.

Dave Casey (5m 33s):
Wow. That's, 's incredible. And it's, boy, the help is needed, let me tell you. We can, we know firsthand, so.

Scott Schilling (5m 39s):
Exactly. You know, that's the fun. That's the fun is we, we get to, to experience all, you know, sometimes it's sales help, sometimes it might be training help, sometimes it might be printing. Yeah. As an example, you know, saving our clients on, on printing. So it could be a lot of different things. Wow.

Dave Casey (5m 60s):
So once you engage, then you, look for many ways to serve then it sounds like. Yeah,

Scott Schilling (6m 5s):
Yeah. Very much so. It, it, quite frankly, none of it is about us. It is, it is about the the client and their need. And, many times in this day and age, unfortunately, they don't have all the resources that they would like to have. So they can't have a full-time C-suite. They can have a, but they could have a fractional, whether that be chief sales officer, chief marketing officer, operations sure.

Dave Casey (6m 33s):
Where

Scott Schilling (6m 33s):
Wherever we can fill the gap to help lift them up so they can accomplish what they truly want, want to accomplish.

Dave Casey (6m 42s):
Yeah. And that's, that's exactly our audience, that, you know, we're, we're focused on mastery partners, we're focused on that small to mid-market part of the business world. And many times they're, they're new companies, fast-growing companies, revenues maybe, you know, a couple million dollars up to, up to $50 million. But still, they're in that spot where they sometimes get out over their skis a bit and, and they don't have access to that next level of professionalism, you know, that they can't, they can't afford to put those kind of folks on staff on payroll.

Dave Casey (7m 23s):
So it's, you know, part of what we do is, is figure out where those gaps might be and then where we can help them, you know, and bring, bring people to help them, essentially. A lot of times, too.

S**cott Schilling (7m 35s):**
Very much so, you know, there, there's so many good people that, you know, the entrepreneur themselves in, in, in the early stages, you know, become chief cook and bottle washer. You bet. Yeah. They, they're the innovator. They've had the master idea. They've, they've got the fire burning in their belly to really go execute it, but nobody has ever talked to 'em about having their board of directors around them, you know, their whole group of experts to be there. Sure. And I think this whole kind of evolution of fractional C-Suites makes a tremendous amount of sense.

Dave Casey (8m 11s):
It does. And, and it, and again, it allows them, if they'll, if they'll let themselves do this, relinquish that control, but relinquish it to somebody that's a superb professional in that area and is gonna deliver a lot better results than they could do doing it themselves or hiring somebody that kind of fits their budget that's going, you know, that for a full-time position there, we've seen a lot of leverage by, by using fractional services and fractional.

Scott Schilling (8m 43s):
Very much so.

Dave Casey (8m 45s):
So communications, you know, it, as you, as you might know, we, what we do when we engage with clients, we, we, first thing we do is a, what we call a transition readiness assessment. We do a top-to-bottom assessment of their company. I call it head to toe, because I used to be an EMT, and that's

what you always did, was a head to toe assessment. And, essentially, what we do is we dig into the data, gather over 400 data points about the company, and, then we look for areas where there are opportunities for improvement or things that are actually hindering them, taking that next step or growing to the next level. Communications pops up plenty of places.

Dave Casey (9m 27s):
So both internal and external. And, so when you engage, what have you seen that really is one of the biggest challenges to effectively improving communications within a company?

Scott Schilling (9m 42s):
Well, I think classically I'm a sales guy. Yeah. And, people typically make sales way too hard. It's typically only four words: identify, problem, provide a solution. And what many organizations do is they're so enamored with their own solution, they try to take it to places where there, quite frankly, isn't a problem. Right. For it to solve. Right. So part of it is direction it and it's messaging. One of the things that I share with clients is, quite frankly, I don't want a sales department to ever sell anything to anybody, but I do always want them to create an environment where people want to buy. Yeah.

Scott Schilling (10m 29s):
What we offer. Right. So it's really about creating the relationships where people understand the benefits they will derive when they purchase our products, goods, or services. Sure. So I think one of the things is that we see very quickly is messaging. They're so, companies get so enamored with their own stuff, that they talk about their own stuff and how wonderful they are, and how long they've been doing their stuff, and all that. And it's not about them. Yeah. Yeah. You know, it's, it's about how this will serve and benefit their customer, how it will make their life easier, how it will make their business work better, all those kinds of things.

Scott Schilling (11m 20s):
So part of it is just when we go in, we listen.

Dave Casey (11m 25s):
Yeah.

Scott Schilling (11m 25s):

Yeah. You know, we hear the challenges that might go on, and they might have many of the areas locked down pretty well, but there's typically a limiter that shows itself. You know, that exposes itself. Had had a client recently that said, Well, we're gonna, you know, hire salespeople at $120,000. That's awesome. You're gonna get every salesperson who's worth their salt looking at that spot. And then they explained how they came to the math, and the math wasn't math.

Scott Schilling (12m 5s):
And the fact is it was, you know, while Yeah. While it was a great goal, yeah. The process to get there was not possible. Yeah. So there was such an incongruence between the stated desire and the ability to deliver. Well, if you can spot that before they make that mistake, it's gonna save a lot of time in irritating a lot of people.

Dave Casey (12m 38s):
Oh, yeah. And, on all sides, right. Going down some blind, blind canyons and probably losing some good people along the way. So

Scott Schilling (12m 45s):
Exactly. You're, you're gonna push a bunch of people away. And, quite frankly, ultimately in this day and age, you know, your business reputation and everything else is gonna be harmed. You know, back, back in the day, it was hard to communicate that these guys didn't have their heads screwed on. Yeah. Today it's really easy.

Dave Casey (13m 6s):
Yeah. It's quick. Yeah. Yeah. So, when we perform our assessments on companies and mention that kind of, that head-to-toe, so we look at every aspect of the company, where, you know, and its effect on the company's value. And so that communication comes up in lots of places, right? So it, it's certainly an HR sales, as you've described, is incredibly important. I think marketing and just of way the outside world views the company and its products and services and and so on, and even public relations of where they stand in the community, and, you know, what they stand for as a company. So, which part of those areas, you mentioned sales, are there other areas, that you guys get involved with a, with a, with a company?

Scott Schilling (13m 50s):
Oh, certainly. You know, you were a participant in a talk that I did not long ago about translating between the generations. Yeah. Oh, yeah. And, really

understanding that just like we work so hard to maybe take a DISC assessment or Myers-Briggs or bank or colors or we, we use these personality assessments to get the right people on the right side of the bus. Right? Yep.

Dave Casey (14m 18s):
Yeah. Well,

Scott Schilling (14m 19s):
Similarly, there are generational attributes in play, and we now have at least four generations in play. In fact, it's interesting, just before we got on here, I was reading an article on how managers were firing Gen Z for all these different quote-unquote maladies. Yeah, yeah. Those are pretty much communication issues. Yeah. In that case. So, you know, we've got, we've got, the world has changed, and it always does. I mean, there's nothing so constant as change, right? The fact is that our ability to communicate through these changes has also changed the learning style.

Scott Schilling (15m 10s):
The boomer generation was the last full generation to learn via rote memory. One A, one B, two A, two B, three A, three B, memorize it in order, put it in your head, carry it with you. The generations younger than boomers started being taught where to find knowledge. Right. As opposed to carrying knowledge. Yep. Well, how does that affect the workplace from a communication side? If there is a manager who holds a piece of knowledge in their head and believes everybody should, and you have a younger employee who was never taught that, does not carry that knowledge in their head, now all of a sudden there's a communication gap because the older generation says, Well, you should know this.

Scott Schilling (16m 4s):
The younger generation says, How should I know this? I've never been taught.

Dave Casey (16m 8s):
Yeah. Or even further, they may say, I don't need to know that. I just need to know where to get that information. I can go find it quicker than you can recall it.

Scott Schilling (16m 20s):

Well, and there's truth to that. And yeah, it goes in both directions. But I'm just saying as an example in communication, I think we, you know, one of the things that has changed in my world tremendously over time is people's desire to communicate.

Narrator (16m 43s):
Thank you for tuning in to The Maximize Business Value Podcast. This episode is the first of a two-part release. Part two will be posted next week.

Tom Bronson (16m 53s):
Thanks for joining us for another episode of The Maximize Business Value Podcast. I hope today's conversation sparked new ideas on how you can continue driving value in your business. But remember, it's not just about listening, it's about taking massive action. Visit our website masterypartners dot com for more resources. Grab a copy of any of the books in the Maximize Business Value series on Amazon or via the links below. And don't hesitate to reach out if you want to know how to apply these concepts to your business.

Tom Bronson (17m 34s):
So until next time, I'm Tom Ronson, reminding you to relentlessly execute while you Maximize Business Value.