

## Scaling Up Services

Episode 243 - Melina Palmer

[www.scalingupservices.com/podcast/243-melina-palmer-the-truth-about-pricing](http://www.scalingupservices.com/podcast/243-melina-palmer-the-truth-about-pricing)

## Melina Palmer, The Truth About Pricing

Melina Palmer is a globally celebrated keynote speaker showing companies how they can easily get customers to buy and employees to buy in by leveraging the power of behavioral economics. She is CEO of The Brainy Business, which provides behavioral economics training and consulting to businesses of all sizes from around the world. Her podcast, The Brainy Business: Understanding the Psychology of Why People Buy, has downloads in over 170 countries and is used as a resource for teaching applied behavioral economics for many universities and businesses. Melina teaches applied behavioral economics through the Texas A&M Human Behavior Lab and obtained her master's in behavioral economics from The Chicago School of Professional Psychology. A proud member of the Global Association of Applied Behavioral Scientists, Melina has contributed research to the Association for Consumer Research, Filene Research Institute, and writes on Behavioral Economics & Business for Inc Magazine.

Her first book, What Your Customer Wants and Can't Tell You (2021), won first place in the Chanticleer International Book Awards in its category, of which her second book, What Your Employees Need and Can't Tell You (2022), was also a finalist. Her highly anticipated third book, The Truth About Pricing, is scheduled to publish in January 2024.

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## EPISODE TRANSCRIPT

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**Bruce Eckfeldt**

Welcome, everyone. This is scaling up services. I'm Bruce Eckfeldt. I'm your host. Our guest today is Melina Palmer. She is founder and CEO of the brainy business. She's also author of several books, including what your employees need to know and can't tell you what your customers wants to know and can't tell you. And the truth about pricing, which is the most recent book, and we're going to kind of start with some discussion around that. I'm excited for this.

Lita does some really great work of incorporating really kind of interesting and detailed understandings of psychology and buying and really brings them into the business world, and really kind of practical way. And I think our audience is going to get a lot out of this. And really kind of understanding what drives buying behavior or purchase behavior, I think we're gonna have a couple of surprises here, or at least some people are going to be challenged maybe in terms of how they do things, or how they thought about things. And hopefully, some really great nuggets in terms of what you can do differently to really change the game when it comes to buying and selling and really helping your customers and employees kind of understand what it takes what's going on in their head when they're going through this process. So with all that Melina Welcome to the program. Yeah,

**Melina Palmer**

thanks so much for having me.

**Bruce Eckfeldt**

Yeah, it's a pleasure. Before we dive into the books, and what you've been doing, and helping businesses with kind of the psychology of buying and influence, give us a little background, I guess, how did you get into psychology? How did you get into these books? What's the backstory? Yeah,

**Melina Palmer**

so my undergrad is actually in marketing and business administration. And while I was in that phase of life, I guess, when I was doing my undergrad, I remember reading one section of one book had a little bit about buying psychology and why people do the things they do. And I just thought it was the most fascinating thing. And so I spent some time I decided I wanted to get a master's in that. And I was looking for a program that I was told didn't exist yet. And I spent, you know, a decade trying to find something, and ended up working in industry for about 10 years in marketing and brand strategy.

And then ended up finding that the name of the field I was looking for was a new and emerging field called behavioral economics. And I found myself a master's program and jumped in, then learned, you know, I knew I was early, but I didn't realize just how early and especially on the applied side of the field. And so getting into that, and seeing all the things that were so clear to me about how this understanding of the brain would apply into brand strategy and communication and working on teams and change management and pricing. And you know, it just wasn't really being talked about anywhere yet. So that turned into starting the brainy business podcast, which then got so many downloads from all over the world. And that turned into teaching and writing books and continuing to consult and do a lot of speaking and yeah, oh, kind of snowballed from there, ya

**Bruce Eckfeldt**

know, exciting. And I guess, tell us a little about the evolution of the books and how the most recent book about pricing came up, like I guess, what has been kind of the kind of the thread that you've been following? And how is this led to the kind of the pricing focus?

Melina Palmer

Yeah, so actually, the fifth episode of the brainy business podcast is also called the truth about pricing. And so this, and I've been doing this talk for years, and I teach a class on pricing strategy.

And when I first got connected with my publisher, we had discussed these two potential paths for my first book, knowing there would always be multiple. And it was kind of is it this intro into understanding what behavioral economics is why it matters more generally, or do we want to go kind of all in on pricing at the beginning, and they ended up deciding to have the first book be more of that general approach, which became what your customer wants and can't tell you. And so I knew that the pricing book had to be early, the climate of jobs with great resignation, and quiet quitting, and all those things made it really clear that the employee book had to come next. And then, you know, that brought us to this real focus on pricing. And while all of my books are very applied, it's very much taking what is in academic research, and what people are discovering, and being able to say to people,

Hey, I know you don't want to go become a researcher. So this is what that means to you. This is how you might apply it, making it very usable. The pricing book specifically I know from having worked with people on pricing for years that by the time pricing is one of those things that everyone hates, right? It can feel stressful, it can feel confusing, we get weird lack of confidence, often when it comes to pricing, especially then we have to talk about it. But the problem is, that confidence is so key in whether or not someone is ready to buy and feels excited about it or if they're going to ask for discounts or want more information, things like that. And so helping people to understand the psychology and how impactful it is when it comes to pricing both in your own mindset as well as in that person that's going to be by thing is so important. And something that I've always known I wanted to have be in a book and this one is as close as I could get to, please just do this for me.

**Bruce Eckfeldt**

Like it made me understand.

**Melina Palmer**

Yeah, cuz I know by the time people really get into pricing your way later than when you should have been working on pricing, it's like, oh, no, the launch is Friday, and we haven't finalized a price yet.

**Bruce Eckfeldt**

The cows running all over the past year.

**Melina Palmer**

Yes, there is a chapter in the book that's called if you're in a rush, right? If you really need just the very, very bare bones of the thing that's in there for you

**Bruce Eckfeldt**

to Yeah, and I think this is great. I mean, I just, you know, for our audience here, you know, primarily service companies. And so many of these services companies are kind of professional services or services that have to do with people that this whole pricing thing becomes very wrapped up in ego and self worth. And it's just fascinating.

I mean, I certainly know, like, my own experience was until I kind of separated, you know, the price from how I saw my personal value, like it was really difficult. And it just you're in your head all the time when it comes to

pricing unless you have a really good kind of framework and understanding of how pricing works in terms of the buying process. I'm kind of curious how much of this, you mentioned this in the beginning that you kind of got into into the research and behavioral economics and kind of realizing like, Okay, well, we're, there's a lot of research, we haven't applied a lot of these things. How much do you feel we actually know about these things? Do you feel like we have a pretty good understanding now? Or are we still learning? Is this just we have only the beginnings? And I guess how evolved? Is this whole discipline? And where is it going in general?

**Melina Palmer**

Yeah, so we definitely know a lot. And because the brain is so vast, and there are all these different forms of application, it is something that I think is going to be ever evolving. The thing about behavioral economics that I think people were looking at pretty early on, and some people still think of it this way, is like, if you think it's this wrench or something, right, that you're going to just kind of go in at the end, tighten a couple of things up, and then you're good to go.

That is not the right approach. When it comes to understanding and using this throughout your work in your organization, right, you want it to be more of a filter that everything goes through. And thinking about human behavior and communication and what the receiver needs, where they are, where you want them to go, how you can help nudge that behavior is so key to the way that you design what your product even is and how you talk about it and where you place it and what matters to them. And then we get into things like pricing and all of these aspects. So we know all these things, there is a lot more awareness. And there is still plenty of opportunity.

**Bruce Eckfeldt**

A lot of value yet to come, I guess. Yeah. So let's talk about pricing. So what are some of the underlying, I guess, behavioral economics principles or things that we need to kind of understand before we kind of dig into actual sort of pricing strategies or pricing techniques? Yeah.

**Melina Palmer**

So I always start by talking about our brains and how they really work. Because that foundational awareness is so key to even feeling like behavioral economics is something that you need to use and be aware of. So for our audience that's listening here. If you take a moment, think about how many decisions you make in an average day. And Bruce, you guess, is probably like

**Bruce Eckfeldt**

60,000, or something like that. But I'm gonna say probably, I can think of 15 or 20, like important decisions I make every day. Yes,

**Melina Palmer**

you were right on. So actually, it's a little bit better than what you guessed there. We make about 35,000 decisions every day. But as you pointed out there, we don't remember even close to all of them, right? We're not consciously aware of the vast majority of the decisions that we're making. And that's because the subconscious brain is using habits and rules of thumb to be able to make those choices for us in a way that doesn't have to bog down our brain. Yeah, this is very important. We need to do this. And if you're thinking now, oh, I wish I knew the rules that it was using to make all of those decisions, that would be incredibly helpful. Hey, good news. Yeah, that is what the whole field is about. Right? So it's a mix of psychology, neuroscience, economics, all these fields coming together, to be able to know those rules and understand how

we might be able to implement them throughout the work that we're doing. So in the case of pricing, then it's important to know that you have biases that your brain is using. When you're thinking about creating your prices, building out your products, what's really funny is when we buy things, they're using that subconscious processing kind of space, there's and when we're thinking about selling, we're in a more of our conscious processing.

And the problem is the two parts of our brain don't communicate very well. There's a psychologist out of NYU that has this thought experiment, you can think about yourself, but the brain is like a person riding an elephant. So the person is that logical, conscious brain, that writer knows where you want to go, you got a plan, the subconscious is the elephant. And you can't push your polar logic the elephant into doing what you want it to do, right? If it wants to sit down or run in another direction, you're really at its mercy.

But if you understand what motivates the elephant, you can nudge it in that best possible path, right. So what happens when we sit down and decide we're going to work on our pricing or building out our product set, is we completely forget that we're elephants and that we live in a land of elephants. And we are thinking we're communicating to writers, but that's not who's doing the buying who's making those decisions. And so understanding the rules that the elephant is using is where behavioral economics comes in, and gives you some practical things that you can start to implement both in the way that you're setting up the price and in the way that you communicate it to the buyer. Yeah,

### **Bruce Eckfeldt**

I have to ask, is there a dark side to this? I can only imagine that, okay, well, if I know how, you know, the elephant's gonna work and like, you know, I can see using this for good, but potentially using this for not so good. Like, how does this play from evaluating how to use some of this knowledge and understanding in different situations?

### **Melina Palmer**

Yeah, I'm sure you can appreciate that this question always comes up. And it's an important one, the any knowledge in the hands of the wrong people can be used for evil, right. So we know that. And the thing about what we found throughout the research is whether you think about the way you're presenting information or not, it is influencing the decision that someone else is going to make. And so in my opinion, it's always better to be thoughtful about it. So if you put things in random order, and just say, I'm just gonna put out there random, because I don't want that responsibility, versus alphabetical order versus reverse alphabetical, or whatever else, right?

Anything you do, it's going to impact the choice that someone makes. And so I think it's always better to be thoughtful about it. And the thing about behavioral economics and the greater Behavioral Sciences is that we work in a space of nudges, which means that people always have free choice. So you're not forcing things on people. But it's just ideally, helping people that might otherwise not be great at communicating the amazing stuff they're doing, to showcase it in its best light in a way that will resonate with that ideal buyer so that they get excited see the value, and are gonna go by and be excited about the thing that they should have wanted. Anything, right? Yeah. That's where I look.

### **Bruce Eckfeldt**

Yeah. You know, years ago, I had a sales coach that kind of worked with me on some of this stuff. But I think they imparted this idea, which I thought was super powerful, which is, like, if you believe your product, or

services can really help them, there's a certain obligation you have of helping this customer get the solution they want, right, which sometimes is helping them through, you know, a complicated buying process, or maybe, you know, challenges they're having in their own thinking and choice process. And yeah, at the end of the day, it's their choice, but as a salesperson or as a sales professional who's helping the sales process, there's like, you do what you need to do to help them see the possibility and solve their problems. Right. And and as long as you're kind of approaching it from that kind of point of view, and that belief system and that value and ethics system, then then you're doing the right thing.

### **Melina Palmer**

Yeah. I also recommend if you're ever thinking like, How can I trick someone into, don't do that. That is not the way to go. And if you were ever not going to feel good about explaining what you did, or why, then don't do that either. But being able to showcase true value in a way that's going to help someone to feel excited. I really love a friend of mine. His name is Matt Johnson.

He's written a couple of great books, including one called Blind sight, and which he talks about there's a quote in it that is having to do with shoes and saying, you know, if someone believes that these shoes like their Nikes, let's say, helps them to run faster and jump higher, who's to say that they don't? And the thing is, what we found in a lot of the research is people get what they expect, and we feel better buying things. We think they work bad when they cost more and things like that, like a pain medication, let's say people were taking and in one case they were told it cost about 10 cents a pill in the other case, it was like \$2.50 per pill and They were receiving electric shocks at the time.

So like actually experiencing some pain, and they were placebos, but the people believed that the more expensive pill worked better for them, they felt more relief in it, even though neither was really doing anything. And so knowing our brains are really, really powerful. And so, and we get what we expect. So, yeah,

### **Bruce Eckfeldt**

yeah, I had a realization, this was around probably seven or eight years ago, when I was kind of doing my own pricing for coaching services. And it was, I realized I had to charge a lot more for what I was doing, just so they would get the work done. Yeah. They just weren't as invested. Right? Like it was about like, if I didn't charge enough, they just they wouldn't do the meetings, they wouldn't do the homework. It's like, I start charging more, it's like, awesome, they started showing up prepared. Right? Like, okay, that works. They're getting more value out of it.

### **Melina Palmer**

Absolutely. Yeah. And the thing is, we tend to under charge, especially when you get into services, like you were saying before, and a big thing to know is that you are not your ideal client, especially when it comes to the services that you're offering. And one of the reasons is you couldn't have created the things that you're doing if you needed to hire you, right. So you don't value the work in the same way as that ideal customer does. And so trying to get out of your own way, and not to say, Well, I would do this, or I would never do that. It doesn't matter what you would do, right? You need to be able to understand the value to this person that you're selling to and how you can showcase what that's going to do for them in a way that's compelling. And again, the way you would price it, you wouldn't pay for you because you don't need to

**Bruce Eckfeldt**

you don't need me. I already got me. Yeah, I don't need another one, please. Let's talk a little bit about some of the I think, a fun way to do this. Let's talk about some of the mistakes people typically make. And then what is the better or more effective way to kind of address this. So as you've looked at how people price, what are the some of the common problems that come up or kind of failures people have in terms of thinking about pricing strategy, the

**Melina Palmer**

biggest mistake I see with pricing is that people feel the need to start low, and work your way up when you're doing a pitch or you're listing out stuff on a website or whatever it is. And the problem with that is it sets this low anchor in the mind of the buyer, and it makes it so it's less likely they're going to make their way up and you probably don't have it's not that you want them to buy the least expensive thing, right? You want them to get up to those things at the top. So another thought experiment here to kind of show how this works. You know, imagine, you go in to buy a sofa, you see a couch you like you ask the person, hey, how much does this cost? And they say it's \$900? Oh, I'm sorry. \$700.

All right. So we've got that in our brain. Let's back it up. Same couch, same person, you say, how much is this couch? And they say, Oh, it's \$500? Oh, I'm sorry. \$700? Does the couch and the way you think about it feel very different. In both scenarios, like the couch was never 900 or \$500. But in one way, it feels like a good deal. And the other one, you think I better go shop around? Because exactly where can I find it for 500. Right? Because of that anchor that was set. So starting low is going to make it to where it's almost impossible to get the person up higher.

And so you want to start high and work your way down. Along those lines to the thing you really want people to buy what you think is the best item for them that best offer. Most people stop there, right. But the thing that is the most expensive thing you have to offer should not be what that best offer is you need something above that I call it a wing man that want to create the product or service that you'd be delighted if people get but its job is not to be sold its job is to help that best offer to look good. Yeah.

**Bruce Eckfeldt**

So this is if I have kind of three levels of services. I want my second level to be the really the one that I generally want people to land on. And I make sure that I have a higher one to make that middle one look good. Right or draw attraction to that as being okay, well, I'm not gonna go with the high thing, but I'm gonna go with this one. Well, that's where I want to do anyway. Right?

**Melina Palmer**

Yeah. And you want to make sure that when you build out the wing man, do it in a way that if someone buys it, like I said, it would be great. You don't want to build it out for services and things you don't want to do because someone might buy it and that's not good. So you're stuck. Yeah. So if you do, let's say, coaching type stuff, and you can do like a deep dive day. I know in services space people do this often. Right? And let's say your deep dive day is \$10,000. Right? And that's them coming to you or something in the in your local area. 10,000 And then you have a version where you say, Hey, we can also do this in the south of France for over three days, and it's 20 grand, or something, right? Like, you would be delighted if someone bought that I'm sure, most people won't, but someone might, it could be a good fit for them, for whatever reason. And so you can have that sort of thing built in that, again, helps it so that that best offer feels better. Yeah,

**Bruce Eckfeldt**

I remember once I added a kind of a more premium version, where it was I was gonna do weekly calls with them to kind of support them on detail things and, and so it took it and then I was just miserable. I wasn't like having to call them every week. And they were like complaining about all the things that were going on in their life. And I really was like, Oh my gosh.

**Melina Palmer**

Yeah, yes. So be thoughtful. Yeah. When you build it out, just because it's something they might want to buy doesn't mean it's the thing you want to sell. Yeah, yeah, exactly.

**Bruce Eckfeldt**

Good. Let me ask Is there is there a premium for that third option for the high option? Like if it's only 5%? More, it doesn't really work. But if it's 100%, more, it's too high? Like, is there a percentage, like size comparison that you target?

**Melina Palmer**

There is not but the thing to look at. So as you go through the process, in the truth about pricing, I showcase different ways to do this in charts. And as you build your way into it, what you can play around with the numbers, you want to be seeing them kind of side by side. And if you know that you're trying to make the best offer look good. What is the way that you can have those numbers come up so that it when you look at it, you go, why would anyone pick this other thing? Right? Like, obviously, this is the best choice. And so there, it's important to know, you don't have to have the same like percentage markup on your hourly cost or whatever it is that you're using, you don't have to keep the same convention across items. So like, if you had, let's say, we'll go to some lower numbers here just for the sake of talking through through. So let's say the first thing you're really wanting them to buy is around \$1,000.

And then there's this more expensive thing that's, you know, closer to maybe it's like, it would have been 1400 or something. So if you were to say, okay, the one I really want them to buy, I'm going to make it be 950. And I'm going to make this other one, B 1500 or 1600. Right, you can look at them in that way, then it's clear, because we're able to lose a digit off the left to get down to 950, that it feels like that's a better deal, it feels that much lower, because we lost a digit in that process, we can have, if you were to round down a price, you know, you could have if I don't recommend this for everyone. So we'll get into this in a second. But if you do have a rounding down type of a strategy, if you were to say one is 999, and the other one is 1500, or 1250, or something that can help to also be showing it's a good deal. But again, not every brand should round down. So I'm just gonna like roll into. Yeah.

**Bruce Eckfeldt**

And then I see all these funny was like, for a while it was like, Yeah, 99. And then it's like 997. And then it's like 983. I keep seeing these weird numbers that come up that feel odd but very intentional. Yes,

**Melina Palmer**

yeah. And definitely, there's some people that swear by sevens and others say you have to end in a five, you have to end in a nine, the research shows, you know, you want to pick a camp, you either round down or you don't. And once you do, if you are going to round down, whether you pick nines or sevens, or fives doesn't really matter. Just pick whichever one goes for you. So how you make that decision. And this is a really important facet through my book is that you have to decide if your brand your business is one of quality, or a



value, and you don't get to be both. Yeah, you pick one. And this is where people get it wrong, when you try to do both, is where it gets really murky. And it can make it difficult for someone to make a choice. quality brands are obviously are, you know, luxury goods. But also if you have a specific type of expertise or certification that others don't have, if you have sustainable processes or other areas, right, that make you being in that quality space, you're catering to celebrities, whatever else. And then the value side is that you're looking about being a deal a discount a bargain, you want to be associated with that side. In the case of a quality brand in general. I do not recommend that you round down, right, because 495 499-999-9999 Yeah, exactly. Yeah, it feels very different.

That's a value type of a strategy. And so in the case of a quality brand, if that's what you want to be hold firm on those numbers. At Bing, those rounded numbers that you're going to be using, like I said, though, in the first version of the example, where I said maybe instead of 1000, you do 950. That still feels like a full, robust number. Okay. Different than 949. Yeah, would feel, right. So being thoughtful to that is something that's the kind of first decision point of if your quality or value, but not both. And once you make that choice, you know, go whole numbers are round down. And there are other things that come into play, like the type of scarcity or whether or not you do discounts. And if you do, how often you do them and what that looks like the way you leverage social proof, things that come into play differently based on whether your business is focused on being of quality or value. No,

### **Bruce Eckfeldt**

that was the kind of the format or delivery method impact things rather than I think we kind of envisioning what we've been talking about here as being like a price sheet or a website or stuff like that. But if you're having a conversation with somebody, and they're asking, Okay, as well, how much do you charge? And you're having to get to describe this? Is it the same kind of strategy of like, hey, well, there's three different levels that I have a Level A includes these things, it's, you know, \$1,000, Level B is these things, and that's 1800. And then level C is these things. And that's, you know, \$3,500, right? Like, do you use the same strategy when presenting? Or does things change when you're actually talking to somebody about this? Yes.

### **Melina Palmer**

And you would flip like you were saying, so you start at the 3500, than the 1800, than the 1000. Right? So we go with the most expensive thing first, in the book, I give you the three main ways that you end up talking about your pricing and have templates for all of them. So the first one being a chart, the second one being, if you have to list things out with more of a written description, maybe you're writing something in an email, or you have a one sheet or something.

And then the third one being a script, right? Whether you're using that in a pitch meeting, you're talking to someone on the phone, you're doing a video talking about it, you want to have those three things worked out, and that'll get you you know, 98% of the way there when it comes to pricing stuff. And bonus, right, if you have all those things ready to go. And then someone asks you, oh, hey, how does the pricing work? If someone asks you about your pricing? And you say, Oh, well, I'll have to figure something out. Let me see. And I'll get some, I'll throw something together. And it takes you a really long time. That is giving off the vibe that people don't buy from you very often.

And so if you say, Oh, absolutely, it's this, and this is how this works. And I'll send along the sheet. And here's this, and most people go on with something like this, we're hurting species. So we'd like to hear things like that. Having those cues, even as simple as the materials are already prepared, I spoke about them confidently, so

people must buy this is going to help kind of keep that moving forward for you, when you are looking to promote. So yes, the same principles apply, we want to start with our high anchor, work our way down, we talk about it and say, you know, most people, like you get something like this, that helps to showcase the different value points. And

### **Bruce Eckfeldt**

they know just curious about one or two things that need to happen before you even talk about pricing, is there anything that you need to do or it will help you kind of frame the situation or things you can do before you actually get into pricing that's going to help the pricing conversation? Absolutely.

### **Melina Palmer**

And the truth about pricing, which I actually say on page three, I believe in the book is that pricing isn't about the price. So everything that happens before the price matters more than the price itself. And the book is really going through a process of helping you to build out all of your stuff that happens before you even get to the price that makes it so price is essentially a non issue in that one of the concepts is actually called framing. So good word of go with that one, you know, which is how we say things matters more than what you actually say.

My favorite example here being you know, imagine you go to the grocery store, you need to get some hamburger, there are two stacks, they're almost identical. One is listed as being 90% fat free and the other is 10% fat. Obviously, we know it's the same thing logically, but it feels completely different because of how it was positioned there. Right. We're gonna want this other one. The another concept here is one of priming that something that happens just before the decision is going to impact the choice that someone makes and incorporating all the senses is really powerful in this so my framework in the book for pricing is called it's not about the cookie in the way it's not about the price All right.

So if you imagine walking down the street, having a great conversation, and then all of a sudden, there's this delicious scent that comes toward us. And it's drying us in and we're still talking, but we're intrigued by this sweet and a little salty chocolate. Oh, my goodness, it's chocolate chip cookies are baking somewhere, right? And so we're still talking, but I'm trying to find the source of this scent. And then we see a line and they say today only buy three get one free, and they give us a sample. You know, before we know it, we walk out each eating cookies with a bag that has an undisclosed amount for later.

### **Bruce Eckfeldt**

Yes, that does not get added to our fitness out.

### **Melina Palmer**

Yep. So if we again, you know, we think about this same street, same conversation, someone comes up and shoves a coupon or a flyer in our face and says, hey, hey, hey, you know, we're selling cookies. And if you buy for you only have to pay for three of them. I've got samples. Right? This guy, right? I don't want that at all. Now we're talking about bad sales experiences. And we see the lineup the store and smell the cookies. And it's a trigger to make us want to write a Yelp review about how terrible they are and that we'd never buy from them. Right, exactly.

And so that sense of the cookies had to come at the beginning to get that elephant, get that subconscious excited, and focusing your attention on the thing, versus when it came at the end. Right. So that prime is really important. It's also important to note, well, it could have been exactly the same cookies in both scenarios. We

were definitely buying pretty much in one scenario, and pretty much definitely not in the other. It also wasn't about the price, right? They could have been \$3 cookies in the first scenario and 50 cents apiece in the second one. But it wasn't about that. Right? All these other things were more important. And drawing them in with a great prime is a really important way to do that. And yes, you can do that even if you're not selling delicious cookies.

### **Bruce Eckfeldt**

Now I get it, really but this has been a pleasure. If people want to find out more about you about the books, what's the best way to get that information?

### **Melina Palmer**

Thank you so much. You can find me on all the socials as the brainy biz bi Z and does Melina Palmer on LinkedIn. And for everyone who wants to learn more about the brainy business podcast and books and speaking consulting any of that, you can go to the brainy business.com/s U S. And you can get a free chapter have any of my books for free to see how you feel? Try them out? Test it out? Yeah, that's the brainy business.com/s U S.

### **Bruce Eckfeldt**

Excellent. Thank you so much. I'll make sure that the link is in the show notes. Highly encourage everyone to check it out. Having gone through the books, there's really great content in there. Great advice, great framers. I'm very practical. So I think pretty much anyone listening to this can get a few nuggets very quickly and any of your content. So thank you so much. It's been a pleasure. Thank you for taking the time today.

### **Melina Palmer**

Of course. Thanks for having me.

## **About Scaling Up Services**

Scaling Up Services is a podcast devoted to helping founders, partners, CEOs, key executives, and managers of service-based businesses scale their companies faster and with less drama.

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