



Matthew Glanfield presents...

## Hiring and Outsourcing "Secrets"

How To Increase Your Productivity, Decrease Your Workload, and Increase Your Profits By Hiring and Outsourcing Your Work To Others

<http://www.aminnercircle.com/invitation.php>

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## Foreword

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One of the things that I quickly discovered while growing my business is that my workload quickly increased faster than my business profits.

Soon after my first success I found that I was getting more and more busy maintaining that which I had built. I had to focus on keeping my websites up to date, answering emails every day (sometimes spending two to three hours at a time), trying to find new partners, getting traffic, converting traffic, building products, and the list goes on.

Most small businesses start out the same – the business “owner” does all the work. You are the receptionist, manager, marketer, advertiser, content creator, web designer, copywriter, affiliate manager, bookkeeper, and more (the list goes on and on).

This is quite normal, and in most cases (where the person starting the business doesn't have a lot of money to begin with) is necessary in order to grow a business.

Of course the optimal solution would be to start the business truly as the owner of the business, where you run the business and not vice versa.

But the reality for most of us (including myself) is that we simply do not have the funds to hire a staff of ten to twenty employees right away, nor do we even think that it is necessary.

The purpose of this report is to show you how my business has grown over the past two years in such a way that the idea of hiring and outsourcing turned from an idea to a necessity. I want to show you how I transitioned from a “one-man show” to a now rapidly growing direct marketing business through the process of becoming a business owner rather than just an employee.

Hopefully from this report you will see the benefits of beginning to think of your business as a real entity that needs to grow with you, and not just a simple money-maker that you are using to pay your bills on a month-to-month business.

After you are finished reading this report I would love to hear what you think on my blog. You can post your comments by going to this URL:

[http://www.affiliateminute.com/hiring\\_comments.php](http://www.affiliateminute.com/hiring_comments.php)

Enjoy!

A handwritten signature in black ink that reads "Matthew Glanfield". The script is cursive and fluid.

Matthew Glanfield, Founder

[AMInnerCircle.com](http://AMInnerCircle.com)

## **In the beginning...**

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It's funny to look back at how I first started my business. I am a bit of a techy when it comes to web design and development, so I thought I could make a living as a web designer.

After trying for two years to make a successful business while going to University full-time and working part-time, I finally gave up, realizing that my web design skills were nowhere near as good as I thought they were (in fact, they were, and still are, rather awful).

It wasn't until I stopped trying to make money that I actually did, when I created my first successful content website almost by accident and started making upwards of \$3,000 per month with Google AdSense.

The rest happened so quickly. In July 2005 I wrote my first e-book and sold it for \$19.95. I wrote several more e-books and by October 2005 had sold about \$20,000 to \$30,000 worth of my own products, all while still making thousands with Google AdSense and affiliate marketing.

Then I had my first product launch and sold \$92,000 of a membership site within one week. My list grew to over 4,000 readers.

Then it happened...

### **I started to get busy!**

That same July of 2005 I had quit my part-time job and decided to devote my time to my business. I still went back to school so that I could finish my degree (which I will finally finish this April).

The first problem crept up on me so slowly that I didn't even see it coming.

### **That problem was e-mail.**

At first I was only answering a few e-mails per day. Then a few turned into twenty. Then thirty, then forty...

Soon I was spending the first two hours of my day just answering e-mails. Not only would this kill my productivity, but I would be so burnt out from all the customer support that I barely got anything else done for the rest of the day.

It got so bad that I started to dread going to work in the morning (and really that's what I was doing – going to work, and not having any fun at all).

It was impossible to think about creating new products, launching new marketing campaigns, or any other business growing strategies as I was too wrapped up in customer questions, refund requests, technical problems, and other reasons that people were emailing me.

### **I finally broke down and decided to hire somebody to help me.**

I realized I couldn't do it anymore. I was far too busy to do anything productive.

However, I was worried about this idea. I had become such an integral part in my business that I thought that nobody else could do nearly as good a job as me.

I was afraid that my business would lose that "personal touch" that everybody loved (people loved to be able to e-mail me with a question and get a response five minutes later).

Besides, I thought nobody knew my business like me, so why would I want somebody else to take care of my customers?

Well, finally I put an ad in the local job board website for a customer support representative. The job posting was simple, and read something like this (I don't have the exact wording that I used):

*“Customer Support Representative Needed. \$10 per hour part-time work to answer e-mails for an Internet marketing business. Excellent e-mail and phone skills are a requirement. E-mail me at [\\*\\*\\*\\*\\*@\\*\\*\\*\\*\\*.com](mailto:*****@*****.com) with your resume and cover letter to apply.”*

As you can tell I didn't have a clue about hiring. I was just a University student trying to take some of the weight off his shoulders so that he could enjoy his business.

The replies came quickly. Dozens of resumes were submitted via e-mail. Many of them were instantly deleted (some people even sent blank e-mails with their resume as an attachment! I thought I was clear on the “excellent e-mail skills” part).

After several interviews I finally hired somebody to start working on my customer support. He was to work from home (I didn't have an office). I would train him at first but slowly he would require me less and less.

I even set up a help desk ([www.kayako.com](http://www.kayako.com) is great for that) for him to use to help organize the support requests.

**Immediately a great burden was lifted off of my shoulders.**

It was awesome! After I changed my primary e-mail address I went from three hours of e-mails per day to only about 15 minutes.

I was free to work on my business, and not just in my business.

You might be wondering – “Yes, Matthew, you did free up some time, but were your customers as happy with your business as they were before?”

At first, of course not. Anybody would prefer to talk straight to the source rather than go through customer support.

However, if you are always in direct contact with your customers, then you will never be able to truly progress your business.

No matter how good your products are, there will always be technical issues, refund requests, and complaints. If you are the one always handling these repetitive tasks, then you are wasting your time and energy.

Once my customers got used to the idea that I had a customer support process, they got used to it and actually started to like it better in some cases.

**However, I didn't stop there.**

At this moment I have eight employees, and we are in the process of hiring at least two more.

Here is my current team:

A customer support representative (we are hiring a second right now)

Three PHP programmers (for web applications such as YourSqueezePage.com)

One web designer (we are hiring another right now)

One bookkeeper

An operations coordinator (takes care of my main membership sites)

An affiliate manager

An executive assistant (same person as the customer support rep. above)

We are in the process of hiring:

Another customer support representative

Another web designer

In the near future we will be hiring more web designers and customer support representatives.

### **Working Alone Really Wasn't That Much Fun...**

I don't know about you, but I found that working by myself was actually rather difficult. It was hard to stay motivated, focused, and to actually get tasks done.

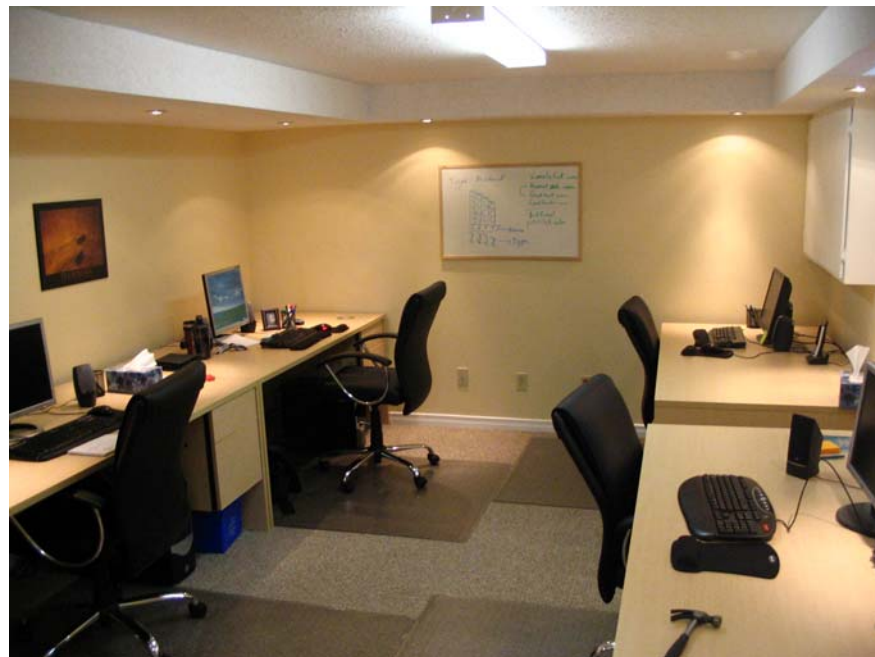
I realized quickly that in order for me to continually move the business forward that I would not only need employees to help me out, but that I would need at least some of them there with me (in the same physical location) to help keep me motivated.

(It's hard to stop working when five of your employees are right with you working away.)

Thus the hunt for an office began.

It didn't take me long to realize that I had the perfect real estate sitting in my own basement. I hired a contractor (who happened to be my father) and had him completely gut out our second basement and put in offices enough to hold five employees (and a laundry and storage room of course).

I completely forgot to take "before" pictures, but here is the completed office:



You can see more pictures on my blog here:

<http://www.affiliateminute.com/office.php>

My personal office is just up the stairs, so I am able to fit in an extra five employees (not including myself) to work with me.

Already we have three of those five desks filled with local workers, and we are working on filling the last two (everybody else works remotely).

**Let's get to something that you can use...**

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Alright, I think I've talked about my business for long enough.

How can you take this information and actually do something with it (I'm a big fan of taking action, and I hope that you are too).

Well, here are a few things that you can learn:

### **What you can and should outsource**

Here is a list of things that you should probably not be doing yourself in the long run:

- Customer support
- Web design
- Programming
- Graphic design
- Bookkeeping
- Affiliate management
- Updating your websites
- Article creation and distribution
- Advertising
- Hiring
- Copywriting
- Product Creation
- And anything else you don't want to do...

However, this still begs one question:

**When do you *outsource* and when do you *hire*?**

Of course, this is impossible to answer right now as it really depends on your business.

Here is how I look at it – if the job requires more than 10 hours per week of work (on average), then you should most likely hire it out.

If the job requires less than 10 hours per week, then you should probably outsource it.

For example, if you only have one website that occasionally needs to be updated, then you should probably hire a webmaster to do the updates.

However, if you have several websites that require much more maintenance, then you might consider hiring an in-house web designer who will be available more often for you.

The same goes for customer support. If you only have ten emails per day to answer, then you should probably outsource it.

However, once you get enough to employ somebody part-time, do it. Your customer support is very important, so you want to make sure you can keep a close eye on everything that is going on with your help desk.

Here is a list of things that I outsource and hire out in my business:

<b>Task</b>	<b>Outsource?</b>	<b>Hire?</b>
Customer Support		<input checked="" type="checkbox"/>
Web design		<input checked="" type="checkbox"/>
Graphic design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Programming	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Bookkeeping		<input checked="" type="checkbox"/>

Affiliate Management	<input checked="" type="checkbox"/> *	
Website Maintenance	<input checked="" type="checkbox"/> *	
Hiring		<input checked="" type="checkbox"/>
Audio editing	<input checked="" type="checkbox"/>	
Audio transcribing	<input checked="" type="checkbox"/>	
Advertising (some)	<input checked="" type="checkbox"/>	

\* These positions are filled by people who “work” for me but who are technically sub-contractors

Now, your business is different than my business, so you basically have to make hiring decisions based on several factors:

- Cash flow (can you afford to hire somebody?)
- Time limitations (what tasks are stopping you from progressing?)
- Manpower availability (do you live in the middle of nowhere with no people nearby?)
- Office space (do you have somewhere that you could have a physical office?)

There are other factors as well, but these ones are some of the bigger deciders.

### Some useful tips and tricks for hiring the right people

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The one thing that is worse than not hiring somebody to do a task that you shouldn't be doing is hiring the wrong person to do it.

You want to make sure that you filter out the whiners, complainers, and productivity-killers before you even start to talk to potential employees.

Hiring in and of itself can be an arduous task, so you want to make sure that you take certain steps to make it the easiest experience possible.

Here are the steps that I take when hiring somebody:

1. I write a job posting that is FULL of negative qualifiers.
2. I create a pre-recorded message of me explaining the job position.
3. I set up a fax number for resumes.
4. I post the job listing.

Now, here is the key part – you do NOT give out your contact information on the job posting. Instead you give a 1-800 number to a pre-recorded message.

(You can get a cheap 1-800 message line with fax capabilities at <http://www.gotvmail.com> – that's what I use.)

Here is what somebody has to go through before they can get hired by me:

1. They will find the job posting and read it. It is full of negative qualifiers that make sure that they realize what the job is, and if they qualify (more on this later).
2. They will call the 1-800 number and listen to me repeat the entire job listing to them again with additional information. This message is about five minutes long and ends with instructions on how to fax in their resume.
3. They must fax in a cover letter (specifically made for this job posting) with their resume.
4. If I like what I see I set up a phone interview **by sending them an e-mail**. I ask them to call me (so I can see if they are punctual).
5. I have a quick 10 minute interview asking them why they are interested in the job and getting to know them better.
6. If I like what I hear, I set up a personal one-on-one interview (if possible).
7. A hiring decision is then made.

Usually if somebody gets to step #3 then they are already pretty well-qualified. You'd be surprised at how many low-quality applications you can weed out just by making people listen to a pre-recorded message (and that's what you want).

**Would you like a sample of a job posting that I have up right now?**

I currently have a job posting up right now for a customer support representative. I want to show you exactly what I've done for this posting.

(Actually, this was all done by my executive assistant who I hired using the same process. She now does all the hiring.)

**The job posting:**

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**Help Desk/ Customer Support Assistant**

We are a software development and information marketing corporation based in Welland, Ontario.

We require someone to offer exceptional quality customer service to our clients. We are looking for a committed, enthusiastic, career-oriented individual to bring on board.

In this position you will be our first and most important contact when our clients need assistance. So, if you are ambitious, possess effective written and oral communication skills, and a desire to succeed, then please read on!

The primary responsibilities of the role are:

To open, investigate, update, and resolve incidents reported to the Help Desk;

Apply customer service principals when answering emails and managing inquires to provide professional end user support;

Provide feedback to supervisors in order to continuously improve processes and procedures;

Perform miscellaneous job-related duties as assigned.

This position is for someone who has:

Superior customer service practices;

Strong time-organizational skills and the ability to work in a fast paced environment;

Excellent interpersonal skills with demonstrated success working individually, and in a team environment;

Enthusiasm, and a high energy level;

A positive attitude;

The ability to think on their feet and learn new practices;

Pride in their attendance and punctuality;

Solid problem solving skills;

Reliable transportation.

This position is not for someone who:

Is a whiner or a complainer;

Is not interested in a long term commitment with our company;

Doesn't have the patience to deal with the occasional meltdown from "problem children" clients;

Will have difficulty commuting to our home-based office Monday-Friday in Welland.

The scope of the position:

Initially the hours will be part-time (in house), migrating to full-time as our needs increase.

Rate is \$10/hr with bonus opportunities based on performance and achieving goals.

If, and only if, you feel that you can meet our qualifications, your next step is to call our 24 hour recorded message and listen to how to forward your resume. Before you call, take a moment and re-read this posting. If you still feel that you and your skill set are a good match,

then call, sit back, relax and listen to the entire message.

Best of luck!

The Number to Call: 1 877 632 0042 ext 702

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**Pre-recorded message:**

If you would like to listen to the pre-recorded message then call 1-877-632-0042, extension 702.

**Take Action**

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Well, we're at the end of this report.

I hope that you were able to learn something valuable from the experiences that I have had.

I would appreciate it if you would comment on this report at my blog by clicking on this link:

<http://www.affiliateminute.com/office.php>

Let me know if you have any questions. You can also see more pictures of my office at the link above.

Have fun!

*Matthew Glanfield*

Matthew Glanfield, Founder

[AMInnerCircle.com](http://AMInnerCircle.com)

P.S. Outsourcing and hiring is something that I will be teaching in great deal to my Affiliate Marketing Inner Circle group. You can find out more about this group by going to this link:

<http://www.aminnercircle.com/invitation.php>