



“Designing Offers”

(\$400k - \$4m)

Offers are the true currency of the marketplace

Common offers trigger indifference to value, which takes the form of “pricing”, and can generate only bottom 99% annual incomes.

Only new, *uncommon*, strategic and *superior* offers produce the opportunity to accrue true economic gains and generate top 1% annual incomes and enterprise values.

And unless ambitious businesspeople are able to earn incomes between ***\$400k and \$4m***, it is nearly impossible to live a good life during adulthood *and* save enough money to avoid running out of money, or to be forced into poverty, during 25+ years of old age.

Ambitious businesspeople *design* new, *uncommon*, strategic and *superior* offers, practices, narratives and strategies to produce their competitive advantages, *superior* value and top 1% annual incomes and enterprise values for their businesses.

They design them to earn, save and invest enough money to survive, be free and live a good life throughout 40 years of adulthood and 20-30 years of old age.

“Offers” are conditional promises people use to produce transactions and “make money”.

Here is the canonical form of an offer:

I promise to make you (Promise A)

... *on the condition that...*

... you make me (Promise B) in return as compensation.

“Designing” is the act of constituting the intentions, and sometimes the shape or structure, of an offer, commitment, practice, narrative, strategy, good or service.

To design a steady flow of new, *uncommon*, strategic and *competitive* offers, practices, narratives and strategies with *highly*-valued marginal utilities that make them scarce relative to demand:

#1 - *Constitute your intentions.*

To design is to constitute the intentions of an offer. Intentions specify “conditions of satisfaction” or what it means to succeed.

The “*tactical intention*” of every offer focuses on taking care of a concern, producing an intended or satisfactory situation or acquiring a capacity to think and act effectively.

One “tactical intention” of an offer is for it to be accepted by customers, employers, employees and/or colleagues, to produce income, revenue, profitability, identity, etc.

Since *common* offers are guaranteed to trigger indifference to value, and “pricing”, which forces those who make them to lower their requests for compensation, ambitious businesspeople design their offers to be:

Uncommon, or scarce relative to demand, difficult to find and expensive to duplicate

Strategic so they accumulate knowledge and power over time, which means they are not task-oriented

Superior so they are more important, useful and worthwhile than *common* ones

The “*strategic intentions*” are how the offer helps to fulfill a strategy that already exists, or makes a new and more powerful strategy possible.

The “*ultimate intentions*” are how the offer helps to fulfill some final or last intention(s) that gives meaning to all of your thoughts and actions, such as:

Earning, saving and investing enough money to survive, be free and live a good life throughout 40 years of adulthood and 20-30 years of old age

#2 - Prepare to constitute uncommon, strategic and superior “Marginal Utilities” by noticing and observing the distinction.

“*Marginal utilities*” are those capacities that exist on the edge or margin of an offer to help customers, employers, employees or colleagues take care of their concerns, produce intended or satisfactory situations, acquire capacities to think and act effectively, or fulfill their personal ambitions and/or business missions.

They are the capacities unique to your offer, or class of offer, that *common*, ordinary, typical, normal or mediocre versions lack.

They are the capacities that distinguish your offers from *common* ones in ways that make it *superior*.

Marginal utilities are not obvious or *common* sense. They cannot be seen and they are never permanent. They are invented and disappear as soon as they become obvious to competitors, customers, employers, employees and colleagues.

Ambitious businesspeople bring the marginal utilities of their offers into existence by speaking about them. They use “Business Narratives” to fully develop their descriptions, meanings, relevance, value and purposes.

Uncommon, strategic and *superior* offers, practices, narratives and strategies offer “marginal utilities” that are missing with *common* ones.

“Marginal utilities” are the *uncommon*, strategic and *superior* portions of an offer that are on the edges or margins of the *common* or ordinary parts. They distinguish the offer and make it *superior*.

Take two identical knives, for instance, and give one a sharper blade than the other.

The sharper blade is a “marginal utility” that customers who need a sharp blade will be compelled to value by increasing their willingness to pay a premium.

When “marginal utilities” are more important, useful and worthwhile than the *common*, ordinary, typical or normal parts of an offer, practice, narrative or strategy, they compel or “force” customers, employers, employees and colleagues to increase their willingness to pay a premium for them.

They compel or “force” increased willingness because the consequences of losing the opportunity are too high to ignore. When the consequences of losing the opportunity are too high, customers will reflect on how much more they are willing to pay to avoid failing to fulfill their intentions, fulfill their personal ambitions and/or business missions.

#3 - *Deconstruct offers made by competitors to determine current “Standards of Mediocrity” to determine what is common, normal, ordinary, typical or mediocre.*

These will be the offers, practices, narratives and strategies that lack “marginal utilities” at the time because many people are making the same offers or performing the same practices.

They will be the products, such as carrots or computers, that are identical to others, except for their price.

Their “value” will always, already be “obvious” to everyone.

They will be the services, such as technical support, sales, management or leadership, that are identical to one another, except for small differences in compensation.

If competitors do offer their own “Marginal Utilities”, notice, observe and assess them respectfully while determining “Standards of Mediocrity”.

Remember, the marketplace, offers, practices, narratives and strategies are always changing and evolving. Every marginal utility eventually becomes obvious to everyone, *common* and, then, obsolete.

This is why those who intend to produce Top 1% annual incomes throughout their career must continually produce new, *uncommon*, strategic and *superior* offers, practices, narratives and strategies.

Look for:

Fundamental concerns

... everyone is talking about and taking care of to the same standard, and agree are very important, such as satisfying customers or building machinery

Breakdowns

... that are obvious, that already annoy everyone and that people have been taking care of already, such as technical support

Horizons of time

... that are normal, such as 90 day learning curves, 24-hour turn-around, getting back the next day or returns on investment in 3 months or a year

Criteria and/or standards for making assessments

... that are obvious and expected, such as lumbar support in a chair or quantity discounts

Always, already fundamental commitments

... that people take for granted, such making profits, being “green” or getting the job done “on time and on budget”

Always, already existing standard practices, cultural norms, traditions, etc.

... that are clichéd or spoken about metaphorically, such as being on the same page, having a track record or thinking “outside the box” that people often only pretend to really understand

Offers

... normal promises of goods and services, and typical requests for compensation

Practices for fulfillment

... ordinary practices managers, leaders and service providers use to fulfill commitments, such as time or project management techniques, use of computers or charts to outline talks

Conditions of satisfaction

... usual care of human, financial, career and/or business concerns, production of normal situations found anywhere or capacities to think and act with *common* sense and/or *common* knowledge taught in training classes or MBA programs

#4 - Design -- constitute -- promises you can fulfill, or learn to fulfill, to produce important, useful and worthwhile “marginal utilities” to:

Take care of *concerns or breakdowns* needed to fulfill someone’s personal ambitions or a business’s missions

Produce *situations* necessary to execute fundamental or specific strategies, or make new plans of action possible

Acquire *capacities to think and act more effectively* to avoid a threat, fulfill an obligation or exploit an opportunity

Fulfill *existing fundamental or specific strategies*, or action plans

Make *new, more powerful strategies* possible

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