JUNE 2011

THE PHOTOGRAPHER'S GUIDE *TO* SELLING LIKE A PRO

PHOTOSHELTER

TABLE of CONTENTS

3 Introduction

4 Top Sales Advice

5 ADVERTISING: Seth Ladetsky, *Turner Broadcasting*

7 TRAVEL: Ed Plog, *Empress Travel*

9 INSURANCE: Trent Bryson, *Bryson Financial Group*

11 AUTO: Gene Epstein, *Warnock Dodge, Chrysler, Jeep*

13 HOME SHOPPING: Matt Singer, *The Talk Market*

15 More Resources

Introduction

Smart companies know that innovation is key to success. Looking for creative new ways to grow their business, attract (and keep) clients, and stay competitive in the marketplace, they often turn to other industries for inspiration. Companies can then identify winning innovation strategies and get creative about applying them to their own business. But can photographers learn from the sales tactics of other businesses? Absolutely.

When you talk to successful photographers you'll often find that they aren't traveling with the herd when it comes to running their business. They have found ways to customize their sales and marketing efforts, developed a plan for finding and converting prospects into new clients, and have a strong understanding of what makes them stand out against their competition.

With this in mind we sought out the guidance of successful sales and marketing experts in other industries beyond photography. We even went to a few of the industries we all love to hate because their strategies are so *good*. In each profile, we look at the key sales and marketing tactics that drive results, and offer some suggestions for how you can apply them to growing your photo business.

These sales tips can be inspiring to photographers across every specialty, whether you're trying to nab a major editorial assignment, commercial shoot, more weddings, a nonprofit calendar, or even a youth sports gig. Read these pro tips and then get creative about adopting them in creative ways for your business.

INDUSTRIES:

- ADVERTISING
- TRAVEL
- INSURANCE
- AUTOMOBILE
- HOME SHOPPING

Top Sales Advice

We've distilled the responses from the sales veterans we interviewed to give you a concise "cheat sheet" that you can use as a reference and reminder of great sales tactics. These key takeaways will help you focus your efforts and maximize your results at each step of the sales process.

Cold Calling

- Be concise and to the point. Don't waste their time.
- Focus your pitch on the client and their needs (not yours).
- Establish credibility. Mention past clients, and use your network to find personal connections.
- Understand the line between persistence and annoyance.
- Pick up the phone: put a voice and a personality with your name.

Face To Face Meeting

- Be prepared. Do your research on who you're meeting and their business.
- Go in with a plan and know your key messages, but be flexible, listen, and roll with the punches as the discussion shifts.
- Listen to what the client needs, not what you want to sell them.
- Counter objections with solutions to client problems.
- Move quickly to getting a proposal on paper.
- Look for simple ways to differentiatie your proposal by adding creativity to what you're offering to deliver.

Negotiating

- Understand your costs of doing business and what your services are worth.
- Set your "walk away point".
- Know what your leverage is. Can you afford to turn down this business?
- The client is looking for clues about what you'll be like to work with, stay positive.
- Be flexible and don't be afraid to get creative with a counter proposal.
- Educate the client about the value of your services — sometimes they just need to understand the math of what goes into your fee.

After You've Made The Sale

- Provide great customer service: be easy to reach, and responsive to their needs.
- Show value right away, and all the way through the engagement: "this is what I said I'd do, here's how I'm doing it".
- Practice long-term vs. short-term thinking, build relationships and repeat customers.
- Don't hesitate to ask for referrals. A personal recommendation from a past client is the best marketing.
- Practice strong follow through and focus on renewals, because keeping the business you have is easier than going out and finding new clients.

CASE STUDY

Seth Ladetsky *Turner Broadcasting*

Growing up, Seth Ladetsky was a big fan of television, and he had a pretty good sense he'd end up in the TV industry, but no idea it would be in sales. When he realized he wasn't interested in producing content he went out on a limb and took a job selling advertising space for Turner Broadcasting.

With the Internet boom of the mid 90's, Seth changed his focus to online advertising and today sells space to some of the biggest beverage, auto, and apparel companies on some of the most coveted online real-estate in the sports and entertainment industries, including: NBA.com, NCAA.com, PGA.com, NASCAR.com, Golf.com, TBS.com, TruTV.com, and Cartoonnetwork.com

Seth's approach is clear: "Solving clients' objectives drives all thought." Leading with his customer needs, and not his own, Seth stresses that researching your clients and understanding their business needs is crucial to starting off on the right foot. "In general when you first reach out to anybody, you cannot be thinking about yourself," he says. "What are their needs? What is their business? What are their objectives? Be in their shoes." By doing his homework and coming into his initial interaction well informed, Seth is able to offer a solution to a client's problem right off the bat.

Seth recognizes that the product he's selling is a means for his clients to achieve a larger business strategy. He knows his potential clients have many alternatives to place their advertisements and so differentiating his product is important. Often, this means being creative with his proposal. For example, if a client wants to place a simple banner ad, Seth may offer a more creative way to integrate their brand more fully into the site as well. By knowing his product inside and out, Seth can go above and beyond, presenting new solutions (and a little wow factor) that his clients might not have thought of.

Negotiating can be one of the most difficult and stressful parts of the selling process. How do you know when to push harder, when to back off and when to walk away from a negotiation? Seth's strategy lies in understanding the worth of what he is selling and firmly setting what he calls the "walk away point." Decide what you need to be compensated for your services. "Below a certain cost," says Seth, "I can't afford to make a deal." By knowing when to walk away you're giving yourself leverage and a clearly defined objective in the negotiation. This walk away point may vary (higher or lower) depending on your current pipeline of new projects.

ADVERTISING SALES TIPS

- Do your homework going into every interaction and think in terms of solving clients' problems
- Know your "walk away point" in a negotiation
- Take care of the clients you have- renewals are easier to get than new business.
- Provide great customer service throughout the entire life of the account, starting as soon as the deal is signed; remind the client each time you deliver on your promises

After he's closed a sale Seth's follow up starts immediately. "The best thing you can do in selling is take care of your client so they come back for renewals," he says. And the first step to a renewal is great customer service. "By making them 'feel the love' and constantly showing the value of what they've bought, you're setting yourself up to earn that renewal, and that's a lot easier than going out and finding new customers." By not making the client a top priority you're falling into short term thinking, or what Seth calls "churn and burn" mode, and sacrificing the long-term relationship.

> "Solving clients' objectives drives all thought."

"You've got to make people feel like they are important to you and that their needs stay top of mind," he says. The worst thing you can do is make a deal and then disappear, so don't wait until the end of a project to show your clients value. Seth recommends clearly listing out all of the things you've promised to deliver and then following up with regular updates on how you're executing. You want to make your clients feel like they've had a great experience, that you've helped their business, and hit their objectives perfectly. If you do your job right, when it's time to negotiate the next project you'll hear, "Let's do it again, and let's do it bigger!"

Apply Seth's Tips To Your Photo Business:

One size does not fit all when it comes to setting prices. Understanding what your time, energy, and creative product are worth in any given market, at any given time, to a given customer is essential. Once you understand what you and your images are truly worth, in your specific market, you'll be able to set a "walk-away point" that you can stand behind with confidence. We highly recommend John Harrington's *Best Business Practices for Photographers* as a resource. John's breakdown on cost of doing business (CODB) gives you an extended set of criteria, including "the time factor," "the uniqueness factor," "the creative factor," and "the risk factor" that can help you establish pricing for booking and image usage fees.

CASE STUDY

Ed Plog *Empress Travel*

When Ed Plog started the Empress Travel agency 37 years ago he couldn't have dreamed of all the changes his industry would see. The Internet brought with it new access to information and fundamentally changed how people book travel. Sites like Travelocity and Orbitz arrived and made it possible to search deals across airlines with deep discounts and fast service. How could a small business compete with these mega discount travel engines?

It turns out there was still a market for personalized travel services. Ed realized that "when you book online you don't have a support system." By focusing more on the personal service experience versus a package, Ed distinguished his business from the influx of new online competitors.

"We are really a travel consultancy," he says. Ed knows that the expertise and personal concierge service he offers has a greater value to a certain type of client than what his online competitors can provide. "My travel target market is mid-to-upper-market leisure travel buyers, affinity groups and small businesses," says Ed. He notes that the affinity groups in particular are looking for a set of services that cannot easily be met online, "These people have different needs and aren't comfortable paying $3,000 on a site that they might not be familiar with. And they are fearful that if there is a problem, they won't be able to fix it on their own." For his target customers, the added flexibility, expertise, and personal assurance that Empress Travel can provide outweigh the convenience and speed of booking travel online.

Ed recognizes that he is selling confidence and trust, which can be more important than the actual pricing or travel package. "You are really selling yourself," he says. People want to know that they will be taken care of and that whatever issues might arise you will be ready, willing and able to handle it. Establishing this sense of confidence and trust becomes a top priority during his sales calls.

Empress Travel might be a smaller agency, serving a more specific market, but that does not mean they aren't Internet savvy. "Almost everything we do is Internet based," says Ed. "Clients have access to interactive tools. We are heavy into social media, downloading to smart phones, QR advertising and on-line buying." Ed has even included interactive website features like booking engines that attract more consumers conducting searches online

TRAVEL SALES TIPS

- Focus on what you do best and what sets you apart from the competition, then connect with clients who value what you specifically offer
- Build industry recognition and strong connections with other professionals in your field
- Power in numbers — join forces with other like-minded businesses to work together to increase your marketing reach
- Look for creative ways to build your leads database

for group and specific travel packages. Even though prospects are coming in via a search engine, more often than not they tend to pick up the phone because they have more specific needs and are looking for that personalized experience.

"It's not easy, you can't just throw out a website and think it's going to happen."

Focusing on a more custom booking experience has also dictated Ed's prospecting strategy. Sales is an active and ongoing process. Ed says, "It's not easy, you can't just throw out a website and think it's going to happen." In addition to regular email, print advertising, and even Google Adwords, Ed also sends a direct mail piece to a number of groups that fit his client profile several times a year. After the piece has been sent he follows up with a phone call, "The ratio is not high," he says. "You may make 100 calls and only book two deals... but the expense and the effort is well worth it."

To balance these costs (both money and time invested) and amplify his reach, Ed is also part of a small consortia of travel agencies. "We hire a staff and this staff's main responsibility is to market us. They put together a multitude of marketing and advertising programs (nearly 100 in a year) and send it to my client base." This co-op model allows Ed to reach far more customers and create a much stronger presence in the marketplace than he'd be able to reasonably manage on his own, "our customers will hear from us, maybe 10 times in a year" he says. After the marketing campaigns go out, he receives a list of the contacts and can start his follow up process. It's a clever model that lets him stay competitive and bring in a higher volume of prospects than he could on his own.

Creating a large volume of leads has helped Ed build his database of potential clients, but he says "more than 60% of our business still comes from referrals." A strong personal recommendation from a past, satisfied, customer is a powerful form of marketing that tends to yield higher percentages than cold calling.

Ed also proactively works to get his name out and "increase his sphere of influence" as he says. He belongs to a number of professional organizations and appears as a speaker at industry and trade events. These appearances let him connect with other professionals in his industry and gain a reputation as a thought leader in the field. "In sales people buy from you because they are confident in you and they trust you," he says. Creating personal cache and recommendations from colleagues can go a long way in establishing credibility and opening the door to potential clients.

Apply Ed's Tips To Your Photo Business:

Don't face the world alone. Consider forming a collective or referral group. Photo collective LUCEO Images is a great example of the power of working together to promote, book, support, and sell more work. Frustrated with the existing model for finding funding, clientele and an audience for their work, this group of documentary photographers formed in 2007. LUCEO works together to promote and support the editorial, commercial and personal work of the individual members, and takes on projects as a whole. They maintain individual websites as well as a group site and searchable archive powered by PhotoShelter. Capitalizing on the talents and contributions of each member, they divide managerial, marketing and promotional responsibilities (including a blog and a social media presence) to promote their work. They hold regular events and gallery shows. By pooling their energy and resources, they've been able to build a name for themselves and gain recognition that each would be hard pressed to reproduce on their own.

CASE STUDY

Trent Bryson *Bryson Financial Group*

INSURANCE SALES TIPS

When was the last time you hosted an all day barbecue and beer pong tournament for your entire client list? Trent Bryson does it every year and credits it as being a cornerstone of a successful sales strategy built around personal relationships.

While beer pong (or beer for that matter) may not necessarily be your style, the light-hearted approach that Trent takes toward cultivating current and new clients for the Bryson Financial Group, a family of insurance and financial service companies, makes you wonder if you haven't been taking this sales stuff a bit too seriously.

Trent is a die-hard networker who leverages existing business and personal connections to grow his list of clients, which include small and mid-sized companies. He's been using social media tools like Linkedin and Facebook for years to learn about his potential clients."The first week I got on Facebook, a buddy I ran track with in college contacted me," says Trent. "Two days later there was a client worth $20,000 in revenue coming in just on old relationships. Ever since then I've been hooked."

Trent is quick to note that a strong referral base can never be a one way street. He is also sure to be adding as much to his network as he takes away. "I think people at the end of the day want to be a part of something bigger, we all want relationships," he says. He actively looks for opportunities to connect people, pass along inquiries, provide references and pass business on to his contacts. "I think I always get paid back in spades," he says.

Despite his fun personality and outgoing nature, Trent pays careful attention to manage his online presence. With a single personal account and over 1000 friends on Facebook, he carefully manages his privacy and sharing settings. For example, he turns off the ability for people to post to his wall. "I'm pretty careful about what I post and what I allow other people to post about me," he says. Trent is also strategic about how he communicates via Facebook. He prefers to send personal messages versus publicly posting on someone's wall, and when a reminder notifies him it's a client's birthday, he picks up the phone and gives them a call.

Being a strong networker doesn't mean Trent buys into a 'bigger is better' mentality when it comes to growing his client and prospect list. "By having focused relationships, just like a repeat customer in a restaurant, we feel we can focus on providing more services to fewer companies, rather than spreading ourselves too thin," he says.

- Think of lighthearted, nontraditional ways to re-engage clients and keep in contact with them.
- Leverage existing business and personal contacts for introductions, but be proactive about doing the same for people in your network.
- Be strategic about how you use social media - find a way that best suits clients' comfort zone.
- Cultivate personal relationships with clients and look for opportunities to upsell.
- Know your sales cycles and stay persistent, especially because one contact is rarely enough.

> "I think people at the end of the day want to be a part of something bigger, we all want relationships."

Trent also practices a fair amount of patience in an industry where the sales cycle can take anywhere from one to 18 months. "My sales process may not be fast, but I see higher percentages [of closed deals]," he says.

Staying focused on the relationship and showing persistence (not annoyance) and consistency can win over clients in the end. Trent also warns not to give up on a sale too early. Just because you don't win somebody's business the first time around," he notes "doesn't mean you should walk away from that sale. Trent stays on their radar and checks back in with them every few months. If he can continue to build a relationship and prove to be more attentive than whoever they are currently working with he might just win back their business in the long run.

Apply Trent's Tips To Your Photo Business:

Go well beyond your traditional "prospect" list when planning your next promotion, because truly anyone in your network can become a potential client, or refer you to one. And, don't be afraid to appeal to their sense of humor or sense of cool. Like Trent's beer pong example, could you host a clambake or cookout for past clients, family, friends, even your dentist. Could you tie in an aspect that showcases your photography? Create a postcard with images from the day and send as a follow up to your attendees. It will be a lasting reminder on their fridge of the good time they had and the great work you do. (That's especially easy if you're an event photographer). Use the interaction to remind your network that you're available for booking, or that you're selling a new series of prints. Give these insiders a "friends and family rate" or discount that runs for a limited time and encourage them to spread the word about the event. Keep it interesting and unexpected. Consider creating a Facebook fan page to leverage your social media contacts.

CASE STUDY

Gene Epstein *Warnock Dodge, Chrysler, Jeep*

"I don't have a barber shop sign hanging outside. There's not a fruit stand out front. If you come in here, you are looking to buy a car." Getting inside the prospect's head and understanding what they need, versus what they may think they want, is exactly what has made Gene Epstein a successful salesman with over 30 years of business experience. By asking the right questions, in the right way, and listening to the customer, he can find the clues to getting them into the make and model that is best suited for their needs.

Gene has seen the automotive industry ebb and flow and even nose-dive, but has weathered all the storms and come out on the other side with solid sales strategies that are applicable to any industry. Today he's responsible for training an auto dealership's full sales staff in the psychology and artistry of auto sales.

Car salesmen get a generally bad rap as disingenuous and even downright sneaky, but auto sales is less about smoke and mirrors and more about responding to the clues that the buyer is giving about what they want, what they need, and what they are ready to do. Auto sales also presents many unique challenges — there is limited availability, strict manufacturer requirements that dealerships must adhere to, intense competition, and a crowded marketplace with easily accessible competing dealerships often offering a similar (if not exact) product offering.

"Ten years ago, people bought cars from newspaper ads on Saturday morning," Gene says. "Today, virtually 75% of our business is Internet driven." Today's consumers are more educated on the cars they are coming to buy, and more often than not, arrive at the lot having done their homework. They know the features they are looking for, they've read reviews and industry safety ratings, compared against other models, and even seen the car in 360 degree views in every color available. "The "razzle-dazzle" sales pitch from the days of yore just doesn't work any longer, and the transaction can proceed much faster than in years gone by."

According to Gene, when the customer arrives at the lot they're there to do one of two things, "either buy a car or beat up a salesman." Preconceived notions about pushy sales people and stresses surrounding cost contribute to a sense of anxiety. So connecting with the customer and putting them at ease is a critical first step in the sales relationship. "Make the customer like you and like the vehicle." Instilling confidence that you are actively trying to set your client

AUTOMOBILE SALES TIPS

- Connect with your potential client and put them at ease; instill confidence that they're making a good choice
- Educate your customer on the value of what you have to offer, both the specific elements of your service and the benefits of working with you vs. your competition
- Be accessible and responsive: in a crowded market, success often comes down to those who respond first
- Help the prospect envision the experience of working with you through subtle indicators or direct proof

up to make the right decision for themselves and/or their business builds trust in the decision making process. Gene advises his salesmen. It's important to answer their product questions, and instill confidence in the salesman and the dealership before any kind of pitch begins.

"The 'razzle-dazzle' sales pitch from the days of yore just doesn't work any longer."

When buyers have very strong opinions about what they want and don't want, it can be challenging to find the right car to sell them. "What do we do when a customer comes in and says 'I'm only interested in a black car' and we don't have a black car?" This is where knowing your inventory and how to direct your client in the right direction by using your product knowledge comes in handy. In car sales this usually means taking a walk around the lot. Salesmen know their inventory, where to take a client, what options to show them, and how to steer them to the car that will suit their needs and style, literally.

In Gene's experience, the objection that arises first and most often is usually pricing. "Often, customers just want to have the payment or cost justified. Simply going through the arithmetic and showing them how a payment was calculated is often enough." But when other brands are introduced, that's when it's time to start talking about features and benefits. Helping the buyer recognize and assign value to the features that are most important to them can go a long way in making a decision between model A and model B.

The test drive is another important moment in the sales cycle. But it doesn't begin when the customer starts the engine. "From the moment I give you the keys something important has just happened," says Gene. "I've given you the keys to your new car." Experiencing this sense of ownership can be the turning point in the dealer/customer relationship. Gene also points out that after handing over the keys don't be surprised when the salesman suddenly disappears to go back inside to get the plates, leaving the customer alone with "their new car." At this moment, the customer is left to sell themselves on the experience of owning the vehicle.

A consumer in any given market can have upwards of a dozen dealerships to choose from within 10 miles of where they live. So, being first to the punch is really the rule in the auto-industry -- responding to inquiries quickly is essential. The dealership where Epstein works has a strict policy of replying to email inquiries within 24 hrs of receiving them. "The customer wants to know if the car comes in blue," he says, "so whoever tells them it comes in blue quickest is the one who has now started the sale.

Apply Gene's Tips To Your Photo Business:

Do your homework to understand your clients' problems, then use your photographic expertise to offer creative solutions. Pitching to shoot a series of images for a corporate client? Get to know the imagery they are currently using. For example, reading their annual report and website will tell you what their current executive head shots look like and whether you should appeal to their sense of time-honored tradition or a more casual and fun corporate culture. Pinpoint the issues, such as what feeling they're lacking. Is there a missed opportunity to shoot in their stunning entry way? Make suggestions that can elevate their vision to the next level and offer solutions they may not have thought of. This will help the prospect envision how working with you will differ from your competitors.

CASE STUDY

Matt Singer *The Talk Market*

Matt Singer's first sales job was selling music and electronic equipment on QVC, the at home shopping channel. His on-air experience showed him the power of television to form connections between people and products, and made him question why more retailers weren't using the power of video to sell products.

In 2007 he founded The Talk Market, maker of automatic video editing software used by hundreds of thousands of consumers, photographers, videographers, and retailers to create high quality videos quickly and easily. Matt not only heads up his company's sales efforts, but also advises his clients on creating effective sales videos for their own business.

"A wise CEO of a large magazine once told me that a true salesperson is someone who can start the day calling people, and even if they get rejected all day long, each time they pick up the phone again it's as though it's their first call of the day with the same positive, confident mentality."

These are certainly words that Matt lives (or rather sells) by. He's a believer in a combined approach of concise email pitches with a timely phone follow up. "The limited time available to make your pitch on a TV shopping channel like QVC is not too far from the feeling of a cold call." It might seem a bit "old school" but Matt makes a great argument for picking up the phone. "When you actually leave a voicemail, it's an emotional connection. There's a sense of passion for what you're selling, it gives people an idea of who you are and what might be in store if you worked with them."

Matt sets aside time each week to make calls and to follow up with people he's worked with. He has some very specific rules for creating effective pitches. He suggests making your message clear and to the point, whether it be email or voicemail, conveying what you do in 30 seconds or less is important. He also tries to mention companies he has worked with in the past who can help add legitimacy. He says, "mention the companies you've worked with already literally in the first five words." Creating time-based pitches that require a quicker response can add a sense of urgency to your message, 'I'll be in town next Monday and would love to set up a meeting' can be much more affective than an open ended request for their time.

HOME SHOPPING SALES TIPS

- Set aside time every week for prospecting phone calls
- Create a time based action request (e.g."I'm in town through Wednesday")
- Have your 'blue card' — know the five talking points you want to stress and hammer away at them throughout the conversation
- Always stay positive; how you react in a sales conversation gives your prospect and idea of what you'll be like to work with
- Be a real person, show your personality, and your passion for what you're selling

Sales is a numbers game after all and learning to handle rejection is a major part of the job. Staying upbeat and focused on the clients' needs is essential. "You've got to keep any emotions out of it," Matt says. "That definitely is a turn off, and it speaks to how you might be under pressure and working with them. When this person gets upset they become really unpleasant to be around and therefore we might not want to work with them."

Matt also gleaned some useful advice from his years of on-air selling with QVC. A blue card, for example, is a tool used by the hosts during product segments. The card has five concise talking points on it, these are the points that the host will return to over and over again throughout the 15 minute segment. It's a good lesson in hammering away at your key messages to drive them home and leave a lasting impression.

Personalization is another trick of the on-air trade that Matt uses, and advises his own clients to include for more effective sales videos. "Conveying your own personal connection or experience with the product can be much more compelling," Matt says. "It goes a long way in gaining the trust of your potential client. It's a lot more warm to relate it to your own life."

"You've got to keep any [negative] emotions out of it."

There is also the "what, why, how" rule that Matt uses to help his clients find an economy of language in their sales videos. "Sentence number one is 'this is what it is.' Sentence number two is 'why I [or other people] love the product' (give examples). Sentence number three is the how you do this, this and this.'" While it may be a bit extreme for an in-person meeting, it's a helpful exercise to essentialize the language you use to talk about your product or services.

To make sure he's got the tone and approach to his pitch just right Matt actually enlists colleagues and acquaintances to give feedback on his approach. He then tweaks his pitches based on their reactions. He points out, you can't necessarily apply every piece of advice you get, because everyone will react differently, but you can identify points of the pitch that need work.

For all of the formulaic strategy Matt still insists that the most important part of the sale is to be yourself, connect with your client, and have a real dialogue. "Starting out with some kind of plan is a good idea," he says, "but listen carefully, and if someone asks questions you need to roll with it."

Apply Matt's Tips To Your Photo Business:

Become very familiar with your "blue card" talking points, so whenever a potential client conversation starts, you are ready to promote yourself. It will help you field unsolicited phone calls, respond quickly to an email request when you have limited time, and make a great first impression anywhere, anytime. These points could include the five clients, companies, or publications you have worked with that help establish your reputation; three words that describe your shooting style; a specific service or product you offer that others don't (e.g. a print finish, photo book, access to download files via your website); or share an anecdote of a time you handled a tough situation during a shoot. Knowing your main selling points can also help you maintain composure during a tough meeting. When in doubt, return to one of these points and refocus the conversation in a positive direction.

More Resources:

Cost of Doing Business Calculator
by the National Press Photographers Association

Business Practices For Photographers
by John Harrington

Program on Negotiation: Harvard Law School
http://www.pon.harvard.edu/

Blake Discher: Six Basic Rules of Negotiating
http://www.shakodo.com/blog

Creating Competitive Advantage
by Jaynie L. Smith with William G. Flanagan

Hug Your Customers
by Jack Mitchell

Beckwith Books
“Selling the Invisible,” “What Clients Love,” “You Inc.,” “Invisible Touch,” “Unthinking”

ASMP Business References
http://www.asmp.org/links/1

Connect with PhotoShelter

Download more free reports

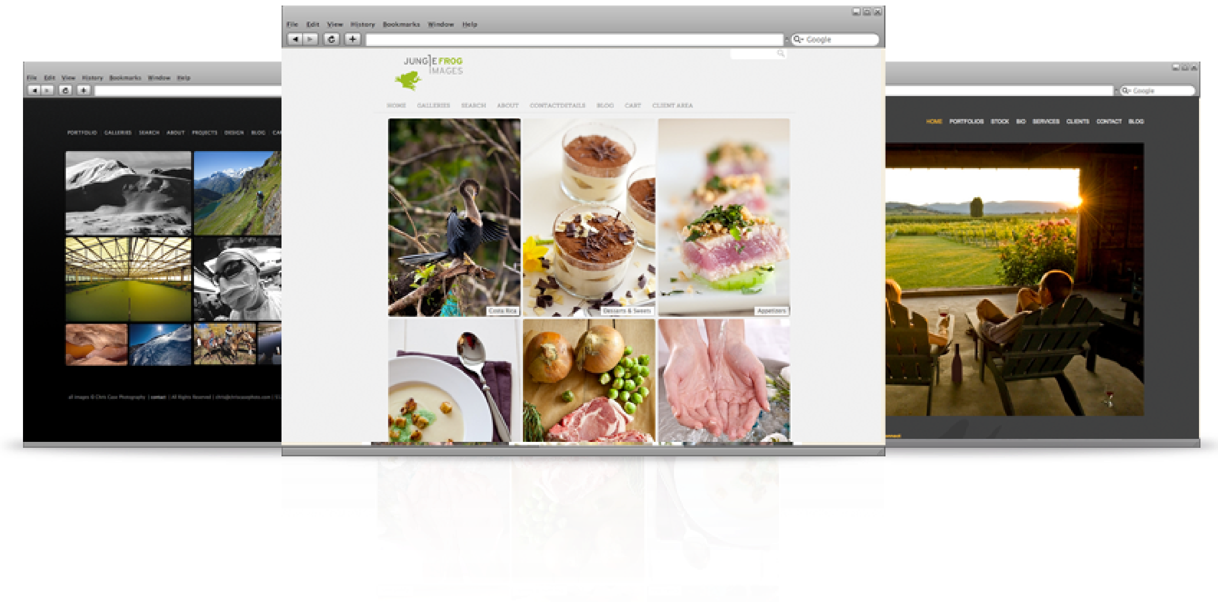
- Starting a Photography Business
- Facebook Fan Pages for Photographers
- Email Marketing for Photographers
- What Buyers Want from Photographers
- 2011 Inspiration Handbook
- 2010 SEO Cookbook
- Social Media for Photographers

Friend us Facebook

Follow us on Twitter

Watch Vimeo videos

About PhotoShelter



PhotoShelter is the leader in portfolio websites and business tools for serious photographers.

With PhotoShelter, you also get powerful features and resources to market your photos, such as SEO and social sharing capabilities, in addition to the most options for licensing photography and selling prints online and pro-strength file delivery tools to please your clients.

Visit photoshelter.com/tour and let PhotoShelter power your business online!