

How to Lure Prospects with Words: Using White Papers to Attract New Clients

With The Blog Squad™
Patsi Krakoff and Denise Wakeman
and Michael A. Stelzner



Using White Papers to Attract New Clients

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Denise Wakeman: Welcome to "How to Lure Prospects with Words: Using White Papers to Attract New Clients." Today, we're going to cover the essential things you need to know in order to write and market a white paper so you can attract more leads for your business.

I'm Denise Wakeman from the Blog Squad and I'll be facilitating the program today with my partner, Patsi Krakoff and our special guest, Michael Stelzner.

My partner, Patsi Krakoff and I are known as the Blog Squad. We teamed up nearly three years ago to help professionals attract, sell, and profit by harnessing the power of blogs, newsletters, and ecommerce systems.

Between us, we have 17 years of Internet marketing experience, write on ten blogs, and publish two ezines. Our assumption is that you're in business in some form or another and, like every professional and business owner, you want and need to attract more qualified leads for your business.

This class came about because we started seeing white papers mentioned everywhere as a profitable marketing tool and Patsi, who is the writer on our team, started doing research on white papers and discovered Michael Stelzner, who is the author of [Writing White Papers: How to Capture Readers and Keep Them Engaged](#).

You may be wondering what white papers have to do with blogs, since we're the Blog Squad, after all. But look at it this way: it's all content, and what you write on your business blog is content that will attract new prospects and clients. It's the same with a white paper.

In fact, I was thinking about this and I would be willing to bet that after the class, you could review your blog posts -- if you have a blog -- and I bet you would find plenty of content that you've already written that could actually form the basis of a lead-generating white paper.

Patsi?

Patsi Krakoff: Absolutely. As you know, one of the biggest challenges faced by professionals is finding qualified leads. We find this particularly difficult today because there are so many different messages competing for the attention of your prospects.

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And furthermore, if you're a coach or a consultant, it's not so easy to explain why someone should hire you. After all, you're selling yourself and not a widget or a gizmo.

So, it's a little bit more challenging. Now research has shown that white papers are a top tool for lead-generation. However, as you know, not all white papers are created equal.

Perhaps some questions have been running through your mind, such as:

"What should a lead-generation white paper actually look like?"

"How can I ensure that my white paper is read?"

"What are the best strategies for collecting leads with white papers?"

This class is for a couple of types of people. Whether you're a writer seeking to produce lead-generating white papers for other people or for yourself, or you are a professional looking to leverage your existing white papers, here are some key strategies you can apply to your white papers, and ultimately generate quality leads.

There is no better way to learn than from the folks who have actual experience helping create lead-generation white papers. Which brings us to our special guest today, Michael A. Stelzner. Denise, why don't you introduce Michael?

Denise: I would be happy to. Michael Stelzner is considered by many to be the world's leading expert on the topic of white papers. Michael has helped leading companies such as FedEx, Motorola, HP, Microsoft, and Monster create white papers that generate leads.

Michael is also the executive editor of the 22,000-reader "WhitePaperSource Newsletter," a publication dedicated to helping people master the craft of creating and marketing white papers.

And we're very glad that you're here today to share with us, Mike.

Michael Stelzner: Well, thanks for having me. I'm excited to be here.

Patsi: That's great. Well, let's get started with the basics, Mike. What is a white paper?

Michael: Well, that's a great question, Patsi, because the fact is, as Denise mentioned earlier, you see the word 'white paper' everywhere. I've seen a one-page advertisement labeled a white paper and I've seen a 50-page ebook, or longer, labeled a white paper. So there is a lot of confusion.

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Let me start by explaining how they are used, which I think will set the stage for what they are. They are used to help people make decisions. So, the fact is that making decisions is a time-consuming and complicated process for a lot of people and many of them turn to white papers to guide that process along.

So, what they are is a crossbreed between a brochure and an article. And what I mean by that is it takes the typical, informative type of information that you would read in an article and weaves in some of the more persuasive information that you would have inside of a brochure.

So it's a unique document in that it is informative and persuasive. They are used very heavily in the high-technology space. That's where they took off. And today, they are very successful for anyone who is selling from one business to another business, in the business-to-business world.

And just to give you a mental picture of what they look like, they tend to be about six to twelve pages long, and they are very heavy on text and very light on graphics. So, they lack some of the glossy appeal of a brochure and look a little bit more like an article.

Patsi: OK, well I would describe one as an article on steroids because they really deliver.

Michael: Exactly. Except they try to sell something.

Patsi: Yes. They deliver a lot of content. How does a lead-generation white paper differ from other white papers?

Michael: That's a very good question. I'd like to explain a little bit about this by starting with David Ogilvy, which is a name that many people may be familiar with, because he's a big marketing guru. He wrote a book called "[Confessions of an Advertising Man](#)" and in there he said, "The more informative your advertising is, the more persuasive it will be."

So, this is a key thing here. A white paper that is designed to generate leads must inform. And this information has to be perceived to be very valuable to the person who is reading it. Ultimately, what this boils down to is it must be educational in nature.

Bob Bly coined a term called "edu-marketing." And the concept there is essentially, you market to people by educating them. So, the key premise here is that readers must be persuaded that they have a problem that needs solving before you can sell them anything.

One way you can go about doing that is through educating them. So, to

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summarize, a lead-generation white paper must discuss the problems and needs of a very specific group of needers, er, readers.

Denise: "Needers." Well, they need something, too.

Michael: Yes, exactly. We'll call them needers. That's a good term.

It must reveal something new and whether that new something could be information, it could be ideas, it could be processes, and it needs to convince readers that they need to change and that they need to go about the way they were doing things in a slightly different way.

Let me give you a great example. I wrote a piece for a company called VistaPrint. It was called "Marketing Your Business on a Shoestring Budget: A Practical Guide to Success." And the goal of this particular piece was to persuade very small businesses -- we're talking like eBay traders, dog groomers, haircutters -- that they actually can go about marketing their business without spending the enormous amount of money.

The catch was to use VistaPrint's low-cost products. And if anybody on the call wants to check it out, they can go to www.vistaprintsmallbusiness.com But the idea here was that we educated the readers that with next to no money, they can actually do some great things to market their business and VistaPrint was able to collect 5,000 leads in 60 days.

And, in their particular situation, they were trying to increase their opt-in list so they could email people. I have no idea what the number is today, but I'm sure it's many, many thousands more.

Denise: When did you write that paper, Michael?

Michael: It was about a year and a half ago.

Denise: OK, because I looked at that paper. Actually, earlier today, I downloaded it because I wanted to see an actual piece of your work here. And I was very impressed with the whole process, and also how simple it was.

What struck me also is that there is nothing in your title that says anything about printing.

Michael: That's correct. It's not about the solution, it's about the problem. That's what you're saying, right?

Denise: Exactly. I was really struck by that, and also that they gave away 200 free business cards.

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Michael: Now, one thing I can just say as a side note here, Denise, is that a lot of us were raised in a world of product marketing where we're used to taking a product and marketing its particular benefits and attributes.

What we're talking about today is the opposite of product marketing; it's customer marketing and problem marketing. It's talking about things that your customers care about and not things that ultimately, you care about. So, by focusing on the pain and problems experienced by your clients, ultimately, what you're doing is attracting them to you and opening up that dialogue so that you can sell them something.

Denise: Right. OK, great. Thank you.

Michael: Anyway, sorry about that little diversion.

Patsi: Yes. I downloaded this white paper earlier today, too, and it's a great example of what you're talking about. It's all about the readers: connecting with them where their pain is and addressing that. And as a call to action toward the end, you get into solutions in a very subtle way.

Michael: Exactly. We'll get into a lot of that.

Patsi: So, let's talk a little bit about what a lead-generation white paper is not.

Michael: Well, a lead-generation white paper is not something that talks about -- and we alluded to it a little bit already -- but it does not talk about features, it does not talk about details about your processes or your product. And it doesn't really talk about your company.

The litmus test is, are you talking about yourself at all? If you are, well then, you're not really creating content that would be appropriate for a lead-generation type of white paper. And the reason why this is important is the goal with leads is to try to attract someone to trade their personal information for something. And you have to give them a really good reason to do that. And if that reason is about you and not about them, then the likelihood of them making that trade is pretty low.

Patsi: That makes sense.

Denise: As an example, in your VistaPrint white paper, except for there being a logo on the front page and a logo on the back page and the copyright that says VistaPrint on the footer -- the only information about VistaPrint is four short paragraphs at the very end. It's less than half a page.

Michael: That's true. The strategy behind that is people have this nature to want to run in the opposite direction when they're being sold to.

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Denise: Right.

Michael: Especially if they don't know who you are. So, the idea here is to hold off on that pitch until you establish a little credibility with your reader.

Denise: OK, great.

Patsi: Yes. Nobody's really interested in knowing about some printer, but they are interested in how they can market and get new leads.

Michael: Absolutely. And until they know what the problem is, they won't even be thinking about looking for a printer.

Patsi: Exactly.

Michael: They have to realize that they have a problem first, which in that case, was that they're not marketing their business properly. Once they are persuaded that they do have a problem, then it's appropriate for them to start digging in and looking at how to solve the problem.

Denise: OK, so I urge everybody listening either now or to the audio later, to go to VistaPrint at www.vistaprintsmallbusiness.com and download that white paper because it's a beautiful example of what we're talking about here today.

Patsi: Mike, I really enjoyed reading your book, by the way. I have to tell you, it's been a very easy read and full of good information. And in your book, you talk about identifying your ideal reader. Why is that so important for white papers that you're using for lead-generation?

Michael: Well, let me start with a story. If I ask my wife to go to the store to get me some fish and she came back with fish sticks instead of a nice filet of halibut, then it's my fault for not being clear to her, and it's her fault for not asking the right questions. Frankly, there's a big difference between fish sticks and halibut, especially if you've tried both.

And I really doubt there are any halibut fish sticks out there. So, the question is, what kind of leads are you fishing for? And the reason I told that little story is because it's important to understand what you're looking for so that when you go out seeking it, your message is highly targeted.

The clearer you understand who it is you are trying to reach, the more you can have that message be clearly catered to their needs and desires.

Let me give you an example. Let's go back to the small business owner that we've been talking about with the VistaPrint example. Some of the questions you might want to ask yourself, are what type of small business owner are we talking about? Are we talking about dog groomers or are we talking about

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people who own restaurants? There's a big difference between the two.

How big is the ideal business? When I say big, it could be the number of employees, it could be the size of revenue, it could be the number of locations.

How much does this reader know about what it is we're going to talk about. This is a key one. If you're writing about the concept of marketing you want to ask yourself, on a scale of one to ten, what do they know about marketing? Do they know a little? Do they know a lot? Do they think they know a lot? By understanding where they're at, you can make sure you don't talk above their heads and you can make sure you don't talk below their heads. Of course you need to generalize here. So you need to pick where the average is.

Another thing, Patsi and Denise, what are their character traits? Are they highly skeptical? Are they super busy? Do they have the attention span of a flea? These are things you need to know so when you do write to them you can try to grab them. Just to summarize, if you know who it is you're seeking you can develop a white paper that's very attractive to that ideal reader.

Denise: That sounds like some research is in order.

Michael: Well yes, research is in order. If you're a freelance writer it's just a matter of asking the right questions to your prospects. If you're a business owner you should know your clients. If you don't, well, I can't help you there. You probably know some of these things about them because you're talking to them on a regular basis.

Patsi: Give us some questions that you would want to ask to identify the ideal reader.

Michael: Yes, well here are a couple. What industry does this person work in? When I say industry I mean are they in the financial services world, are they in the nonprofit world, ask what vertical marketplaces they might be in. You might learn that there are actually a number of vertical marketplaces that you're targeting and it might make sense to not go after all of them with a single piece.

How big is the company this person is working at? We talked about that a little earlier. Try to quantify that in financial numbers or some number so you can get a feel for the kind of challenges this particular reader is going for. For example, if you're going after an IT manager in a very small company versus and IT manager in a Fortune 500 company you know that there are some very different unique needs because of the nature of the company.

What's the title of the person you are going after? This is important to

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understand because you might refer to that person by title in that piece. Is it chief information officer, is it financial analyst, is it a marketing professional?

How technical is the reader? If you're talking about a process that may be slightly technical in nature and your reader is not technical then you're going to have a bit of a mismatch. So you want to figure out a way to understand their technical understanding so when you do write you're hitting them right where their understanding is.

What are their other job responsibilities? What's their general disposition? Are they busy? Are they actively researching solutions? And of course, as I stated earlier, how much do they know about what it is that we are writing about? These are just a short list of questions that I would highly suggest you ask when you're thinking about who that ideal reader is.

Patsi: I suppose it would help if you knew other demographics like gender and age and whether they are parents or not and things like that.

Michael: Oh absolutely. I always ask whether it's a male or a female and I always ask what the age is. Most people ask, "Why in the world do you care about that?" Believe it or not if you are talking to someone who is in their 20s and is a female versus someone who is in their 60s and is a male, you can make some generalizations about their attitudes and dispositions. They'll be slightly different. So yes, I would agree.

Denise: The language would probably be a bit different between those two markets.

Michael: Absolutely. If you're a thirty something year old and you're writing to this 60-something year old who probably knows a lot more than you do, you want to be a little bit more formal in the way that you communicate with that person.

Patsi: So here's a big question and I expect we're going to get some big, long answers but it's crucial information. The critical elements of a lead generating white paper, what are they?

Michael: There're really three, but before I say what the three are, remember what we said earlier: Which is your goal, with the white paper that's designed to generate leads, is to give enough information to lure someone to trade their personal information for the white paper so you actually get their name, phone number, and whatever you need in order to make that lead actionable. So, keep that in the forefront of your mind.

Given that, there are three things that are important for the critical elements, as you said Patsi, of the lead generation white paper.

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Number one is the title.

Number two is the first page.

And number three is the call to action.

Let me share a little secret with you, there's really nothing else that matters other than these three things to generate the lead. The rest of the white paper can be horrible, but you can still have a very good lead generation campaign, if you have a good title, a good first page, and a good call to action.

Now having said all that, your goal is probably to do more than just get a lead, but to hopefully earn a sale, and to have that white paper act in a salesmanship capacity. So it is important to make sure the whole piece is strong. The fact remains that these three things are all that really matter for generating the lead.

Patsi: OK, so let's address the issue of title. Is this something you would work on first or last, the title?

Michael: I would not recommend you work on it first.

Let me first explain why it is so important, and then explain why you wouldn't work on it first.

The title is really your front door to this new person who has never heard of you before, this prospect. It is kind of like the door to a building. If it is really poorly crafted no one is ever going to open the door. They are never going to come inside; they are never going to read the rest of your piece.

In the marketing world there's this rule called the 3-30-3 rule. Basically, what it says is that you have three seconds to engage someone. If they like what they read, they'll give you 30 more seconds, and if they really get pulled in they'll give three more minutes.

So the first three seconds is the title. If the title doesn't grab them they will never get to the 30-second marker where they actually go beyond the title and want to read the rest of the piece.

Now let me give you a case-in-point. When you're surfing Google and you see a laundry list of 10 different websites coming up on the screen. You scan down the list, you look at the titles, and you click on the one that is most appropriate based on what you are searching for.

Patsi: Right.

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Michael: So you know you don't click on all 10, you click on a couple. Why? Because some of them have those words, you are looking for. It is the same exact thing when it comes to titles of white papers. So let me give you an example of a good and a bad white paper title.

A bad one would be: "Document Management Systems for Paper Intensive Enterprises." Kind of boring.

A good one would be: "Instantly Connecting Documents with Workers." I will say that again, "Instantly Connecting Documents with Workers." Why is it good? It creates a visual in your mind, it is very easy to understand, and it is benefits oriented because it talks about words like "instant" and "connection."

Let me go back to what you said, Patsi, about should you work on it first? Because the title is the absolute most important part of the white paper, I don't think you should get caught up in trying to craft the perfect title before you get into the rest of the piece. Frankly, I think the title should emerge from the wreckage, of all the work you are going to do. I go through the process of constantly refining and refining titles.

So you can try to start with something, but when I start my white papers I say, "Great Title Goes Here." "Descriptive Subtitle Goes Here." I leave it blank and then eventually something good comes from my writing.

Patsi: Yes, often that hook doesn't emerge until you've written it a couple of times.

Michael: Exactly, let me give some pointers where you can pick up some good ideas for titles. Just go to any newsstand and pick up a magazine, or look on your bookshelf, wherever you happen to stack your magazines when you are done reading them, and look at the front covers. Look at the kind of titles they are using to try and get you to buy the magazine and open it up and read the articles. Another thing you can do is check out Brian Clark's website called, www.copyblogger.com, he writes about titles and crafting messages all the time.

Patsi: Yes, he's one of our favorites.

Michael: Yes, he's spectacular. His site is pretty much one of the top blogging sites for writers. And here's an example of a great title that he wrote: "The Two Most Important Words in Blogging." Why is that a great title? Because you want to learn what the heck they are.

Patsi: Great. Well, then let's move on to the first page, which I'm sure is really, really important.

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Michael: Oh, absolutely. Once again, go back to that 3-30-3 rule. Once they've given you the three seconds to get past the title and then you want to get into the meat of the matter, which is that page, that first page.

And here's a proven formula that I've come up with; it's really rather simple. You start with identifying the ideal reader, in writing. Then you discuss some problems that they find interesting or they can relate to. Then you briefly introduce the solution. Then you mention what the paper will do for the reader.

So let me go over those again. Identify who your reader is in writing. Talk about a couple of problems that they can relate to. Briefly introduce the solution to those problems. And when I say brief, I mean like a movie trailer, you just tease at it. Don't give away the whole thing; just mention it. And then talk about what the white paper will do, what the value is of the piece -- if you read this piece you will benefit in this way.

Denise: So that would be like the first couple of paragraphs then?

Michael: Exactly.

Michael: If you want, I can read one that I wrote for FedEx, which I think might be instrumental.

Denise: Oh, Yes, definitely.

Michael: "American manufacturers are facing ever increasing pressures to deliver products more efficiently. To compete, many have turned to China to produce lower-cost components and finished goods. However, the efficiencies that manufacturers take for granted when sourcing in North America are dramatically reduced when importing from China."

Now let me talk about why this opening paragraph is so good, other than the fact that I wrote it.

Denise: That's all right. You can be shameless.

Michael: Yes. So number one, I identified American manufacturers right out of the chute. It was my first few words -- American manufacturers. So, back to what I said earlier.

Denise: That's your audience. That's who you're writing for.

Michael: That's who your audience is, right. Then I clarify further that it's those who are importing from China. So my second sentence got into "many have turned to China." So I'm not just looking for any American manufacturer, I'm looking for those who are importing from China.

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And then I got into the problem, which is it's complex to move things from overseas -- much more complex than they're used to when sourcing in America.

So that's just an example of an opening paragraph that identifies the reader and discusses some problems that the reader can relate to. And I went on in the rest of the piece to introduce the solution, which was international air transit for manufacturers, or something along those lines.

So just to summarize, spend your most time on this first page because this is going to be what is going to help the reader decide whether they actually want to go through the effort to actually register for the rest of the paper.

Patsi: So that first paragraph is a bit like an executive summary for articles?

Michael: It's a bit like that, except it's a little different than that because an abstract or an executive summary tends to reveal more than what this does. This is much more focused on what the problems are. It's really designed to kind of lure people in and leave them hanging. It's kind of a cliffhanger concept where you don't give away all the beef of the piece, which you might do in an executive summary or an abstract. But it is kind of like that, yes.

Denise: OK. I just want to pick up on something you just said. You said that after the title, they've read the title and then they're reading the first page. Now are you then suggesting that this first page is available to the reader, to the prospect, before they give you their email address?

Michael: Absolutely.

Denise: OK.

Michael: And this is important, I should clarify this. Remember, once again, we're talking about white papers designed to generate leads.

So, in today's day and age, a lot of people just put a sentence or a short paragraph and that's it. And that's not enough incentive for someone to want to register to get access to something. So if you can actually take the entire first page, or better yet, even the first two pages, and make it look like an information rich piece, someone might be more likely to register to get access to rest of the entire piece.

Denise: OK.

Michael: Yes, that's key. And we're going to talk about how to do that a little bit more, later in the call.

Denise: OK, great.

Michael: So there is that third piece, if you want me to talk about that now.

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Patsi: Yes.

Michael: It's the call to action. The call to action, people might be familiar with the concept who are marketing folks on the call. Typically, a call to action is some sort of specific step that the reader needs to take. Normally a call to action is used in direct mail campaigns or traditional advertising where it says, "Go to this website and get your free demo or come in for a free test drive or call now and you will get an extra Ginzu knife." You understand the concept.

So, at the end of a white paper will be a call to action, but this is a little different, what I'm talking about. What I'm talking about is, and Denise alluded to this earlier, this information that we've been talking about, this title and this first page will probably be presented in the form of a web page or an HTML page.

Denise: OK.

Michael: So at the bottom of the page, you need to give the reader some clear step to take, so they know that they need to actually register for the piece.

So, here's a good sample of text that you might want to say, "If you've liked what you've read thus far and are interested in reading this paper in its entirety, all we ask is that you simply complete the form below and the paper will be emailed to you." This seems rudimentary and simple but it's overlooked by a lot of people. Give a very clear instruction as to what the heck they are supposed to do now that they have read the first page and don't take for granted that they know... they need to register... make it obvious for them.

Patsi: Let me summarize, so far we've written that the title, the first page and the call to action, all this goes on what we call the landing page to register to get the white paper.

Michael: That's absolutely right.

Patsi: And I like the fact that you spell it out -- if you like what you've read thus far and are interested, all you have to do is complete the form and register and we'll give you the white paper. Excellent.

Michael: Exactly, it's a little more personal because we're using the word "you." We're saying, 'all we're asking you to do is a simple thing and for a lot of people that will be like, "What the heck, I'll do it."

Patsi: Right, because you're asking very politely, there's no hype, there's no pressure.

Michael: Exactly.

Denise: OK, so this is all leading up to before we even have the white paper.

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Michael: Absolutely, that's correct. You realize everything we've talked about except for this little call to action thing is actually going to be applied to the white paper.

Patsi: So, moving along, let's talk about the other sections that you recommend for a lead-generating white paper.

Michael: Sure.

Patsi: What's in the actual body of the white paper.

Michael: Well, this is kind of a Chinese menu option where you can pick what I'm about to share with you and decide what's best for your readers and their needs, but there are really five things that I'll mention and I'll go through them real quick and then I'll go through each one.

1. Market drivers
2. Problems
3. History
4. Generic discussion of what the solution is
5. Specific discussions of the solution

So, let me go back to market drivers.

Market drivers are essentially trends that are going on in the industry that drive a reader to want to make a change. So, let me give you an example. The goal is to get the reader to realize that everybody is moving in a direction and perhaps they need to move there too.

Let me give you an example. Let's say that I was a company that had some sort of a spam, anti-spam software. What I might do is, talk about some of the latest statistics about the up rise in spam, perhaps how it's killing employee productivity.

So, I would cite some of these statistics from reputable sources like analysts, IDC, Garter Group, Forrester Research or trade publications or reputable bloggers and so on and so forth. So, the goal there is to really just get people to say, "Oh, wow, I maybe need to jump on this bandwagon."

The problem section typically follows the market driver section and this is where you get into some of the top three or four problems that you want to talk about in your piece and what the goal here is, to try to build some affinity with the reader, to get the reader to say, "Yes, they are talking about

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something I can relate to. This is really interesting to me. I want to keep reading."

Let me give you an example. User productivity. Let's say your problem was that your employees are not very productive; you could talk about the downside of that, which is they are not getting the work done on time, which ultimately is hurting revenues, projects aren't getting delivered on schedule, so on and so forth. And hopefully, in this particular case, you are going to eventually solve that problem with some sort of a productivity tool.

History is another great section which also helps the reader to feel like they're being educated and it also brings them into the piece a little bit further. Your goal here, after you've talked about problems, is to really talk about how historically people have gone about solving those problems inadequately. Let me give you an example.

Back to our spam filter example -- you might want to talk about how over the last five years spam filters have evolved dramatically. You might talk about how they used heuristic modeling a couple of years ago; however, the spammers came along and figured out a way to get around that.

Heuristic modeling is considered old fashioned now. And you could walk through the evolution and the reader might say, "Whoa. I'm using heuristic modeling. I'm behind the times." So you see how it's a really subtle way of selling to them. It serves as a great transition towards the discussion of the solution.

The generic solution is the next section. This is really important and this might be kind of counterintuitive to a lot of people on this call. When I say generic solution I mean ***do not mention the name of your company or product.*** Instead, mention some generic alternative. For example, in the case of FedEx we talked about international air transit rather than Overnight Express from FedEx.

Patsi: Right. You're educating them.

Michael: Yes, exactly. The advantage is they don't feel like they're being sold to; they feel like they're being educated. So in this section of the piece you can define what the heck this is, this generic solution; you can talk about the business benefits, which is how to overcome some of those problems you mentioned earlier; and you can even talk about what to look for when you're looking for someone who provides the ideal solution. This is where you can talk about features or you can talk about attributes of the company.

This stuff helps drive that reader. And you're selling by the way. It's not perceived that you're selling. When you define it you're really talking about

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your solution in generic ways. When you talk about the benefits, you're really talking about your benefits without saying your benefits.

And when you talk about what to look for you're actually providing them a tangible list to shop you against the competition and, hopefully, at the end of that list you'll be the only one standing. It's really a very unique way of selling yourself without the perception that you've done any selling at all.

After you've done all that you can then get to the last part of the piece which, as Denise mentioned earlier in that VistaPrint piece, is typically the last page. This is where you can get in to specifics about what it is you're offering.

Patsi: Right. So you tie in what you have to offer to possible solutions.

Michael: Exactly. And you can say, "Everything we've talked about in this piece, all these things we mentioned earlier are met by our solution. We meet all these requirements and here's some more specifics about what it is we offer and who we are."

Patsi: In my mind, I'm walking through a typical lead generating white paper for, say, an executive coach. What comes to mind for me as the generic solution to leadership development in companies would be to offer trainings and off-site workshops, and then the problem is always the transfer of knowledge back to the work place. Of course the generic solution is to offer follow up executive coaching to people. So that to me would be a way of doing that for a coach. Have I got the right idea?

Michael: What did you say the problem was again there, Patsi?

Patsi: The problem is the lack of transfer of knowledge acquired in a training workshop back to the workplace.

Michael: OK, so in that case you might be targeting the education division inside of a company and talking about how you can better improve employees' retention of certain concepts and ideas. And the downside of not doing that is wasted money, wasted effort and cost of retraining.

Patsi: Exactly.

Michael: Yes, exactly. And then you can introduce the solution as to do all these workshops...

Patsi: Or follow up with an executive coach.

Michael: Exactly. You can talk about what the heck is an executive coach and what you should be looking for when looking for your best executive coach. That's all perceived to be really educational without selling but you really are selling.

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Patsi: Yes. OK, great.

Michael: So when are you going to do yours?

Patsi: We're working on it. We have one in the hopper using the outline you talk about in your book. I've already crafted it-- we're working on it.

Michael: Excellent.

Patsi: It's coming out soon by The Blog Squad.

Denise: We had to wait until after this class.

Patsi: Yes. This is very exciting for me because it ties in with a lot of the articles that I have already been doing. It is just putting it together and organizing it in a way that really makes sense to get better results...

Michael: Absolutely.

Patsi: ...In terms of persuasive copy and getting people to pick up the phone or to call and hire somebody.

Michael: Exactly.

Patsi: Earlier you mentioned that you don't particularly put the company product or name in the title or in the first page or even for quite a while in the body. When do you start mentioning it then?

Michael: Well, for a lead generation white paper it really should be the last page. For a lot of people that might be totally counterintuitive and you might be asking why. It goes down to avoiding salesmanship, the evil thing, the thing you don't want to do. Everybody has in their brain these little sales censors built in and you want to do everything you can to avoid any perception of salesmanship. By talking about your company, unfortunately, you cross that line.

And secondly, by the time they have gotten to the model that you are talking about here, Patsi, you've established some credibility with them because you provided them with some information that is highly valuable so they are going to be more willing and open to hear about your company and solution at this point. Then as Denise mentioned earlier, you still can have your logo on every page and frankly most people that read white papers understand it is sponsored by somebody. They know that going into it and they overlook that once they start reading valuable content.

Denise: It is very subtle because it is just an image say for a logo or it is just in a footer. So it's not like VistaPrint does this, VistaPrint does that.

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Michael: Yes, I read a great piece in the storage world written by IDC and it was sponsored by EMC, a huge software company. The fact that it was sponsored by EMC might have immediately turned off some people because EMC ought to try to sell EMC but when you read the piece you immediately forgot that it was EMC that sponsored this thing and you got sucked into this amazingly cool piece that frankly is one of the best pieces I have ever seen.

So it is just good to have that logo there because subtly it is going to connect your brand with the great words that are in the document and when they get to the end of the piece which I hope you do, then you have the chance to bring it all home by saying guess what? The man behind the curtain is blah, blah, blah or the woman behind the curtain.

Patsi: You don't want to look too subtle.

Michael: Right, exactly.

Patsi: Let's talk a little bit about formatting and especially for those people who haven't had a chance to look at the white paper, www.vistaprintsmallbusiness.com. Talk about how somebody formats it on the page. What does it look like?

Michael: Well, there are a number of things that you can do to help the reader get through the piece. Number one is short paragraphs. If you read a lot of blogs and you read a lot of content that is in the direct marketing world some people go as short as a sentence in a paragraph, believe it or not. The reason you want to use shorter paragraphs is because it gives the reader the idea that they can traverse the document. Big paragraphs are hurdles that people have to overcome and they have to ask themselves, "Am I willing to read that humongous looking paragraph?" So use shorter paragraphs.

Bullets. Using bullets is also great because it creates the white space. Everyone loves reading bullets because they are short and easy to digest. I suggest if you have a laundry list of ideas put it in a bullet format. Subheads is another great one. Frankly, many of us are skim readers and we don't spend a lot of time reading, we skim.

So whenever you can, break your document into many sections and give it some creative subheads or section heads. You'll see this used a lot in articles and magazines. Just apply the same strategy, if you will, to your white paper. Sidebars and callouts is another one. That is where you are going to be taking perhaps a sentence from the text and put it off in the left margin.

This is, again, to satisfy that skim reader, to help them understand what that section is about. A sidebar is just a block, a square, where you have some interesting and related information.

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I highly recommend wide left margins. I wrote about this on my blog just a few days ago actually. Two and a half inch margins are what I use. Which is a very wide margin, and then what I do is I put these call-outs in that margin space. What's great about wide margins is people print white papers because they're long, and they write notes in the margins.

Michael: By having a wide margin it'll give them a space to write notes and it also gives the paper a lot of white space, which helps it to be more readable.

And then the last thing I would mention is transitions. This is Writing 101, that when you finish a major section, figure out a way to transition into the next section. For example if you talk about history, you might talk about where it's going.

You might want to say in the spam thing, "Heuristics is a thing of the past, however today new technology has come about that enables much more effective spam blah blah blah blah..." And then, bada-bing, you transition right into the section about the new technology. Just simple transitions will really help your readers as well.

Patsi: Very good. Let's talk about marketing and using a white paper. What's the most important piece of advice you can give our listeners about marketing?

Michael: The most important thing I can say is, "**Do not give away your white paper without asking for something in return.**" This means don't let anybody post it on their website. It means don't let anybody re-purpose it as an article in a trade publication, and no matter how tempted you might be, don't let an educational institution post it on their website.

The reason is that when you produce a white paper that's designed for lead generation what you're really doing is producing some really powerful and highly valuable content packed into a little, simple PDF document.

The fact is that Google and Yahoo are very good at finding these things and if you let someone else post it on their website then people are going to start getting it there, bypassing the registration form, and then you're never going to get the lead. Remember, the only way to capture that lead is to make certain that there's only one way to get it and that's your way, by registering for it.

Patsi: OK. Very interesting. I hear you say, "Don't submit it as an article to an article directory site." Let me just ask this question right here then: what about white paper syndication sites?

Michael: That's a little different because white paper syndication sites are designed to actually generate a lead for you. I'm going to get into that in a few minutes here...

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Patsi: OK.

Michael: ...but that is definitely something that's acceptable.

Patsi: OK.

Michael: You'll have to pay for it though.

Patsi: Yes.

Michael: We'll talk about that a little bit more in a few minutes, or I can talk about it right now. It's totally your call.

Patsi: Let's finish up with the registration page.

Michael: Yes. Sure.

Patsi: Can you use the white paper as a way of capturing email addresses for newsletters and other things?

Michael: Absolutely. And frankly let me just back up and kind of give everybody the formula, or the format, for doing this. Just to give you some background, I wrote a piece called "How to Write a White Paper on White Papers" about three years ago. I've had about 50,000 people register for this thing, and I'm still getting 50 to 100 people a day that are registering for this.

Patsi: Wow.

Michael: The moral of the story...

Denise: Seems there's some interest there.

Michael: If you follow what I'm telling you here it's really going to work for you, and it's created enormous opportunities for me. The concept here is to make the actual white paper look like an article. If you do check out www.VistaPrintSmallBusiness.com you'll get the idea of what I'm talking about here. When people show up on that page they actually think they're reading an article; they don't realize they're reading a white paper.

What you need to do is determine the best break point in your white paper, and that might just be the first page or it might be the first couple of pages. In my case it was the second and a half page where I put my break point. Format the thing so it actually looks like an article, and if you are an individual and you're trying to promote yourself you might want to consider including a biography of yourself.

You might include a picture or perhaps a bio about the author. Don't do this if this is going to distract people from reading the piece, but if it's going to help

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add credibility to the piece because you're a big name in your space it might be wise to do this.

Once you've got this all formatted on the page, what you want to do is create a form in HTML. There's been a lot of research done recently on the number of questions that you want to ask when producing this kind of a form. If you have less than six the likelihood of someone filling out the form will go up dramatically.

The common attributes are: "What's your name?" "What's your email address?" "What's your phone number?" "What company do you work for?" And, perhaps, "How did you find us?" Those are some of the basics.

The next point I'm going to share with you is really critical. If people have read the piece and they find it valuable, and especially if they've actually gone to the effort to register for it and they've emailed you -- take some of their quotes, and actually format it on the page as testimonials.

For example, "Thank you so much for the white paper, about white papers. You provided solid information I've been missing for more than 20 years." That was actual email that I got. I literally put it right next to the registration form, with a couple of other quotes. It made it brainless for people to want to register for the piece, because they read some of the things that people said about it. What that does is it reduces the barrier of registration.

Then a couple other things that you want to do. This goes back to Patsi, what you said earlier, "Can you get people to sign up for your newsletter?" Absolutely! Provide the option to register for your newsletter in the form.

For example, "Would you like to get my newsletter?" Default it on, "Yes," and then if they don't want to they'll put it on, "No." Another thing you can do is add a spam and privacy policy link on the page. This is critical, because the fact is a lot of people don't like providing their email because they think they're going to get "spammed." So, if you have no intention of spamming them state, "We do not spam. We treat your emails as our own private property, we'll never share them. Click here for our policy."

The last thing that you can do, which is also very important, is to include a whitelist email address. What this means is, a little note that says, "Hey, before you hit the submit button, you're going to get an email from Info@ blah, blah, blah, or whitepaper@stelzner.com, and be sure to put this on your whitelist. A lot of big companies have email spam filter whitelists. If your email address is on the list, it will guarantee it will go through.

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Denise: Right, OK. So just to be clear for our listeners, we've been talking about what goes on the "landing page" that your prospect, or your lead is going to land on to request the white paper.

Michael: Absolutely.

Denise: OK, excellent.

Patsi: So there are new trends obviously, happening all the time in the market that we hear about, and especially about marketing a white paper. So, do you want to address some of those issues?

Michael: Yes. Let me start with what you said earlier, Patsi, about white paper syndication. Let me start by saying what it is. If you think about syndicated television shows, networks -- certain television shows like "Baywatch" are syndicated.

The way it works is that the network would pay money to get the syndicated television show on their networks, and all these different networks would cover it. Well, in the world of syndication of white papers, it's similar but different.

The similarities are, that there are thousands of websites that allow white papers to be on their websites. There are very few white paper syndication companies that will actually for a price -- and you pay that price, you being the person who has the white paper -- for the right price they will put your white paper in front of all those ideal prospects, or all those specialty websites.

So some of the big players are www.knowledgestorm.com and www.bnet.com. Another one is www.techtarget.com, and there're many others. They've got relationships with all these major trade publications, and article websites. You pay anywhere from \$30 a lead, and up.

What they do is, every time someone requests your white paper, you actually get an email with the name, and address, and the actual person that has read the piece. There are pros and cons to that. The pros are that you get access to people in a way you could never get access, the cons are it's very costly.

But if you don't have a lot of people coming to your existing website and blogs, well, then this may be the thing for you.

Denise: Also, I would say if you have a high-ticket service, or product that you're trying to sell to these leads.

Michael: Exactly. Frankly, you'll go to these websites like KnowledgeStorm, and you will see literally thousands of white papers. That means thousands of companies that are paying big bucks to actually get those white papers syndicated.

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Now there are many other things to what you were saying, Patsi. Some of the newer things -- search engine optimization is a hot thing right now. Remember we talked about how this landing page is going to have all this great content on it? Well, if you can get it optimized in such a way that search engines love it, and readers love it -- well then, it's going to come up very high in the search engine ranks, and it's like free advertising.

We've done a story on search engine optimization on www.whitepapersource.com Just click on "Marketing." The article is about how to go about doing search engine optimization for white paper landing pages. So, that's one thing.

Another thing is, "pay-per-click advertising" -- this is a big one. This is where you buy the keywords that you care about, and you use them as the hook -- use the white paper as the hook. Let's say you're in a financial services space, and Sarbanes-Oxley is really hot. You might buy some words related to Sarbanes-Oxley. You might say, "Go to this website, and get this free paper on something to do with Sarbanes-Oxley."

Many studies have been done to show that using the word "white paper" or "free white paper" in the pay-per-click advertising has a very high click through rate, and a very high conversion rate.

If you want to learn about how to do pay-per-click advertising, Andrew Goodman is one of the kings of the space. His company is www.page-zero.com. He wrote a great book called, "Google AdWords Handbook" and, frankly, it's what really revolutionized my business.

Denise: OK, great resource, thank you.

Michael: Another one is "Podcasting," which you guys know something about. This is actually where you can take your white paper, and create an audio version of the white paper where you literally read the whole darn thing, or create some sort of audio advertisement that might have an interview with the author, and a little bit of excerpts from the piece, with a link to the piece.

In this case, the audio white paper is designed to drive traffic to the actual white paper. A great resource for that is podcasting.about.com and this is from John C. Havens. He's always writing about all these strategies. We also wrote some articles on our website as well, about how to use podcasting to drive traffic to white papers.

Then a really new idea is, video white papers. This is where you take the concept of the white paper, and you create a video. Very similar to podcasting, where you might actually animate some of the diagrams.

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You might have someone videotape someone actually talking about the concepts. It might be designed to drive them to get their actual white paper, or it might actually be the content of the white paper. We have an article coming out in our newsletter next week, about video white papers.

Then "[micro sites](#)" is another one, and www.VistaPrintSmallBusiness.com is an example of a micro site. This is a special website that was built only for the white paper. So, rather than VistaPrint putting that on their main website, they actually created this micro site specifically designed just to drive traffic to that one particular paper.

The benefit here is, that you don't have all these other things on the page that are taking the attention away of the reader from their ultimate goal, which is driving them down the form and registering.

Denise: So, www.vistaprintsmallbusiness.com is just for the white paper?

Michael: Yes, it's just a one page site.

Denise: OK.

Michael: You just got a couple of other pages once you hit the SUBMIT button, but Yes -- it's just for that paper.

Patsi: I just want to say something about the search engine optimization. When you're writing about problems, this is key, because you're using words that people are going to be using when they search for solutions using Google or Yahoo.

Michael: Absolutely.

Patsi: Yes, it just makes sense that you're optimizing keywords at your registration page for your white paper. When you actually talk about some of those problems, you're seeding it with just those great key words that people are looking for.

Michael: It's not just a matter of building the page, and putting the text on the page, there's actually a whole art form, which many of you may be familiar with. There are little strategies, and tricks that you could learn. It's wise for you to learn a little bit more about this, and this goes way beyond obviously just white papers.

Denise: Right, and that's a whole subject into itself.

Patsi: Yes. So once the white paper is written, what are the best tools for getting them into your customer's hands?

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Michael: Well, that's a great question. Newsletters are popular. If you have a newsletter or a blog, a blog in particular, you can put a little advertisement for the white paper in the corner of your blog -- maybe under your picture -- a lot of bloggers are doing this. As a matter of fact, Copywriter Underground does this really well.

If you have a newsletter, or regular emails that go out to your readers, you should go ahead and advertise the paper in there. You can use it in all your existing advertising, as a call to action for example, in a traditional print publication advertisement, or your online ads also.

Denise: Sure.

Michael: Realize, by the way, we're talking [customer's] electronic hands here. So we're not talking physical hands.

Patsi: Right.

Michael: Any electronic communication medium, even the footer of your email could have a mention of the white paper in it.

Denise: Right, you don't want to print it all out and stand on a corner and hand it to people.

Michael: Right, unless you're at a trade show.

Patsi: However, if you're doing an in-person visit at a company, it's a good thing to leave behind, isn't it?

Michael: Absolutely, and that's a whole other topic really. Leave behind white papers tend to be a little more process oriented.

Patsi: OK. So, do you have any tips for following up with people who request your white paper?

Michael: Yes. Once somebody requests the white paper, I suggest setting up an email auto-responder campaign. So once they've actually hit the Submit button on your form, present them a Thank You page that says "Thanks for registering for the piece" and give them a couple of ads for your services.

Then send them an email automatically; maybe within 30 minutes or so, or within a few seconds actually, that says "Thank you so much. We got your registration. We're going to send you this white paper. And by the way, if you're interested in hiring us, here's some more information."

Then set up a delay, so in an hour the actual white paper is sent to them. And the reason you want to do the delay is because every time they read your name -- first they read it on the registration page, then they read it on the thank you

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page, then they read it on the thank you email, and then they read it on the email that came in with the white paper, and then they read it on the white paper -- that's all branding for you and your company.

Patsi: OK.

Michael: The more times you get in front of them, the greater.

Denise: Now, with VistaPrint, I got it immediately.

Michael: You got the offer immediately, but you did not get the white paper immediately.

Denise: Yes, I did get it immediately.

Michael: Oh, they must have changed it then.

Denise: Yes, the link to it came in the thank you email, which I got immediately.

Michael: Yes, they must have changed it because actually originally we had a delay system set up for them.

Denise: Ah-ha. OK. Well, now you know.

Michael: Yes.

Patsi: See, you go away and they stop doing what you told them to do.

Michael: Well, that happens, doesn't it?

Patsi: So what's the best way to get started for a professional who wants to write their own white paper?

Michael: Well, I would first of all read some really good white papers and see what they're doing that works. Get inspired by what other people have done.

Secondly, check out www.WhitepaperSource.com. There are tons of free articles on there that you're going to benefit from. And we have a forum on there where thousands of writers post questions, and marketing professionals, about the kind of things we're talking about.

And then, of course, if you don't already have my book, this is obviously a shameless plug, but it's a very low cost way. I've laid out everything in detail in that book, and frankly, it's a very, very inexpensive way to get it. It's a how-to book. It's not just why you should write white papers, but it's how to go about doing it. So I would suggest you look.

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Patsi: Yes, it's very good. We're going to send everyone on this call an email with the links for all of these resources, including the link for the book and the link for all the things. Again, I'll repeat, your www.WhitepaperSource.com has a lot of free articles and free resources. But we'll send everything to you in an email.

Michael: Great.

Denise: Now, we do have a few questions, if you don't mind spending a few extra minutes answering them.

Michael: Sure.

Denise: OK, let me get them. First of all, somebody asked about the URL for VistaPrint. Again, I'll just repeat that. That's www.vistaprintsmallbusiness.com.

Michael: Correct.

Denise: So, we've said that a few times. Now, this is kind of a longer question, and you sort of answered it but why don't we put it out there again. "If my solution is unique enough, can I supply the white paper without requiring registration?"

Michael: No! No.

Denise: OK, I won't even finish.

Michael: Yes, go ahead.

Denise: OK.

Michael: It doesn't matter. I mean, you don't need to read the whole question because it doesn't matter how unique your solution is. If you wanted to collect a lead and you do not ask for their name and their phone number, then what you're doing is not collecting the lead.

Now there may be situations where you want to establish thought leadership and get everybody and their mother linking to it; in that case it's appropriate. But, if your goal is to generate a lead, then why would you not ask for their name and phone number?

Denise: OK. So the follow-up to that was, "We sell technologies not services, if that matters. Are there ever exceptions?"

Michael: Well, once again, if you're trying to generate a lead and you don't ask for it, you're never going to get it.

Denise: OK.

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Michael: So if you don't ask for their name and their email address they're not going to send you an email saying, "Hey, thanks for the white paper. Here's my email address and phone number." You have to ask for it.

Denise: So when you talk about thought leadership how is that different?

Michael: Thought leadership means you might be writing about a topic and you just want everybody and their mother -- you could care less about who's reading it, you don't care about their name, you just want everybody to have immediate access to the thing.

In that case your goal is not to collect a name and a phone number. Instead your goal is strictly to get your concept talked about by everybody, to get some buzz created. In that case you may not want to have any registration form at all.

Denise: OK. So that is the exception and that goes back to the beginning as to determining what your goal is.

Michael: Exactly.

Patsi: What we're talking about here are lead-generating white papers.

Michael: Yes. White papers where you want to get a name and a phone number.

Denise: There was a question. What were the pay-per-click resource and the guy with the AdWords?

Michael: Andrew Goodman, www.page-zero.com. He's got a handbook on pay-per-click that you can get on his website. It's spectacular.

Denise: OK. Excellent.

Michael: If you just type in "Andrew Goodman" you'll probably find tons of stuff coming up on his name.

Patsi: I liked your idea about the video white papers. In fact, one could have a short video posted on YouTube, for example, as a lead to go to the lead generating white page registration page, right?

Michael: Sure, why not?

Patsi: Why not?

Michael: Yes. Why not? It's hot, it's new. Who knows where it's going to go? We're still exploring the boundaries of video when it comes to these concepts

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of white papers. As I mentioned earlier we're going to be writing about that in our new edition coming out next week.

Denise: Have you done one yourself?

Michael: No I have not.

Denise: OK. Can you point us to any examples?

Michael: As a matter of fact, off the top of my head no. But if you check out my blog, which is www.writingwhitepapers.com/blog and you search for "video white paper" you'll see a couple of examples.

Denise: So it's www.writingwhitepapers.com/blog.

Michael: Just do a search on video white papers and you'll see a couple of examples of some video white papers. There are some really cool ones out there. The URLs are kind of funky so I don't remember what they are.

Denise: OK. We can drive people over to the blog to check that out. OK, that's all the questions that we had. I don't want to keep you any longer. You've been very generous with your content and with so many ideas and the steps and processes that are involved in putting together white paper. I think that this is an excellent way for a lot of people to actually get the word out about their products and services.

Michael: Absolutely. I hope everyone gives it a try. It's a lot of effort but the rewards can be humongous.

Denise: Now where can people find your white paper on writing white papers?

Michael: The easiest way is to type in the words "how to write a white paper" in any search engine and you'll see me come up. It should be number one. The URL is a little funky so if you just type in "how to write a white paper" in any search engine you'll see I come up pretty much number one.

Denise: OK.

Michael: You can look at how I did what I did and it would probably be a great example of a way that you can model it for your own as well.

Denise: OK, great. Also again I urge everybody to go to www.vistaprintsmallbusiness.com and check out the VistaPrint white paper because it's an excellent example as well. So, Patsi, is there anything else you'd like to share or say?

Patsi: No, I just want to thank Michael so much. It's been really informative; thank you very much for coming on with us.

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Michael: Thank you very much.

Denise: Yes, thank you. And thank you all for being on the line with us. Be sure to go over and sign up for Michael's newsletter and go check out how to write white papers. Do a search.

Michael: "How to write a white paper."

Denise: How to write a white paper. Sorry. Thank you very much, Michael.

Michael: Thank you.

Patsi: Thanks everybody.

Denise: Thank you for listening to this program presented by The Blog Squad: Denise Wakeman and Patsi Krakoff. We'd love to hear what you think. Please send your comments and feedback to info@blogsquad.biz. Be sure to visit us online at www.blogsquad.biz to learn how we can help you attract, sell and profit. Thank you.

Using White Papers to Attract New Clients



About The Blog Squad

Blogging experts Patsi Krakoff and Denise Wakeman are The Blog Squad™. They have teamed up to help professionals harness the power of blogs, newsletters, and ecommerce systems to make your marketing tasks easier and more effective. Between them, they have 17 years of Internet know-how, write on 10 blogs and publish two ezines. You can hear them live each week on their Internet radio show [Blogging and Beyond](#) and find them on the web at www.BlogSquad.biz. Information about their mentoring program is at www.TheBlogSquad.net/mentor

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About Michael Stelzner

Michael Stelzner is considered by many to be the world's leading expert on the topic of white papers. He is the author of the best-selling book, [Writing White Papers: How to Capture Readers and Keep Them Engaged](#).

"Michael Stelzner is widely recognized as a top white paper writer and a guru in marketing with white papers." Robert W. Bly, author of 50 writing and marketing books.

Michael has helped leading companies such as FedEx, Motorola, HP, Microsoft and Monster create white papers that generate leads.

Michael is also the executive editor of 22,000-reader *WhitePaperSource Newsletter*, a publication dedicated to helping people master the craft of creating and marketing white papers.

