

"I mean - I think so? It makes more money than the other thing, and it's way easier to deliver." She agreed. "So after I call those leads, I'll start running ads. I'll post our success stories in a few gym groups to get leads from there. And I'll also tell the gyms I'll pay \$2000 cash for any gym they send that signs up. That gives us ad leads, content leads, *and* referral leads."

In the next 30 days, we made \$215,000 *in profit*. We covered the \$150,000 in refunds with cash to spare. We did so well because the average gym using our advertising system added an extra \$30,000 in cash in their first 30 days. *It made them more money than they paid for it.* It delivered - *in spades*. Plus, they got to keep all the cash. They loved it. Referrals poured in.

I found the processing records from May-June 2017, the month it all happened:

	Pending Authorizations		Charges		Refunds		Rtns/Chgbks		Voids		Declines		Totals	
	Count	Amount	Count	Amount	Count	Amount	Count	Amount	Count	Amount	Count	Aprvl Pct	Count	Amount
Q_01/2017	0	\$0.00	348	\$102,605.64	7	\$-2,488.33	0	\$0.00	12	\$2,002.98	148	70%	515	\$100,117.31
Q_02/2017	0	\$0.00	847	\$190,809.50	56	\$-13,243.77	1	\$-166.00	5	\$1,247.00	232	78%	1141	\$177,399.73
Q_03/2017	0	\$0.00	782	\$177,820.58	61	\$-12,701.50	4	\$-997.00	21	\$3,458.50	285	73%	1153	\$164,122.08
Q_04/2017	0	\$0.00	704	\$204,461.25	49	\$-10,725.00	10	\$-6,315.00	2	\$-50.00	354	67%	1119	\$187,421.25
Q_05/2017	0	\$0.00	191	\$260,754.00	4	\$-797.00	11	\$-16,984.00	0	\$0.00	42	82%	248	\$242,973.00
Q_06/2017	0	\$0.00	214	\$272,835.00	5	\$-1,498.00	30	\$-55,375.00	0	\$0.00	1	100%	250	\$215,962.00
Q_07/2017	0	\$0.00	282	\$316,917.98	0	\$0.00	21	\$-23,450.00	0	\$0.00	7	98%	310	\$293,467.98
Q_08/2017	0	\$0.00	346	\$393,370.62	0	\$0.00	28	\$-32,998.99	1	\$100.00	45	88%	420	\$360,371.63
Q_09/2017	0	\$0.00	478	\$543,376.29	1	\$-1,000.00	64	\$-65,792.00	0	\$0.00	41	92%	584	\$476,584.29
Q_10/2017	0	\$0.00	799	\$828,709.31	7	\$-5,798.00	50	\$-49,887.00	8	\$8,000.00	31	96%	895	\$773,024.31
Q_11/2017	0	\$0.00	1076	\$1,132,319.31	8	\$-8,000.00	66	\$-64,296.00	1	\$1,00.00	92	92%	1243	\$1,060,023.31
Q_12/2017	0	\$0.00	1315	\$1,363,956.31	13	\$-17,296.00	83	\$-82,099.00	1	\$1,000.00	111	92%	1523	\$1,264,561.31
Q_01/2018	0	\$0.00	1609	\$1,621,972.81	15	\$-28,175.00	97	\$-88,995.00	8	\$9,000.00	102	94%	1831	\$1,504,802.81
Totals	0	\$0.00	8991	\$7,409,908.60	226	\$-101,722.60	465	\$-487,354.99	59	\$24,759.48	1491	86%	11232	\$6,820,831.01

We finished that first year at \$6,820,000 in revenue. The next calendar year we did \$25,900,000 in revenue and \$17,000,000 in profit. Yea, *tens of millions*. It was insane. Like, nuts. The company continues to this day with 4500+ gym locations and counting. And no one is more surprised than me. Something I made actually worked... *finally*.

In 2018 we started Prestige Labs to sell supplements through our gym client base. We used Prestige Labs and the gyms as an affiliate network to generate weight loss leads for each other. In 2019, we started ALAN. A new type of

software company that worked leads for local businesses. In 2020, we founded Acquisition.com as a holding company for our business interests. In 2021, we sold 75% of ALAN to a bigger company. I'm not allowed to say for how much, but ALAN did \$12,000,000 in revenue in the prior twelve months. So you can use your imagination. We sold 66% of our supplement and gym licensing business to American Pacific Group at a \$46,200,000 valuation. And that was after taking \$42,000,000 in owner pay over the first 4 years.

I share this because I can still hardly believe it. All this was because of a girl who believed in me, a credit card, and *the ability to get leads*.

Important Disclaimer

Knowing how to get leads saved my business, my reputation, and likely my life. It was the only way I stayed afloat. It was the reason I kept getting second, third, fourth, and fifth chances.



...

During my hardest days, I repeated the same phrase to myself:

I cannot lose if I do not quit.

I advertised a lot of different things, in a lot of different ways. I advertised to get member leads for local gyms. I advertised to get online weight loss leads for Leila. I advertised to get gym owner leads to sell business services. I advertised to get affiliate leads for our supplement company. I advertised to get agency leads for our software. And so on. Getting leads has been my *get out of jail free* card with no expiration date. And at this point, it's faded and worn with use.

I'd like to share this skill with you. I can show you how to get more leads. And here is your first piece of good news: by reading these words, you're already in the top 10 percent. Most people buy stuff and never crack it open.

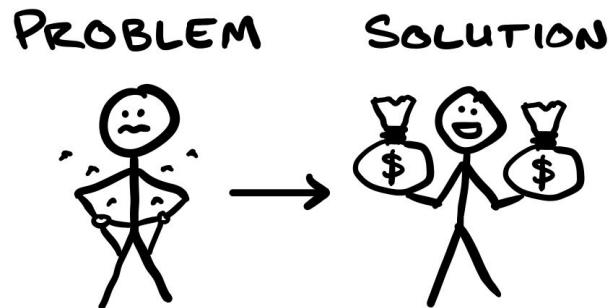
I'll also throw out a spoiler: the further you read, the bigger the nuggets get. Just watch.

Thank you from the bottom of my heart. Thank you for allowing me to do work I find meaningful. Thank you for lending me your most valuable asset—your attention. I promise to do my best to give you the highest possible return on it. This book delivers.

The world needs more entrepreneurs. It needs more fighters. It needs more magic. And that's what I'm sharing with you — magic.

The Problem This Book Solves

“Leads, lots of leads.”



You have a problem:

You're not getting as many leads as you want because you're not advertising enough. Period. As a result, your potential customers are ignorant of your existence. How sad! This means less money flows your way.

So now that you know you have a problem, unless you hate helping people and making money, you kinda have to solve it.

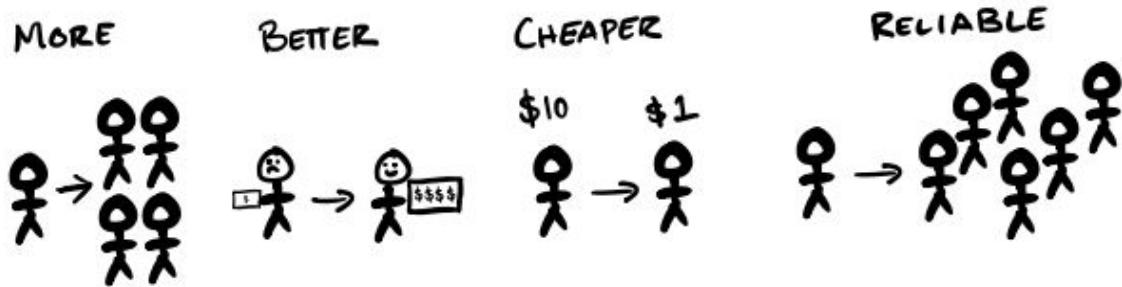
How this book solves it:

To make more money, you've gotta grow your business. You can only grow your business in two ways:

- 1) Get more customers
- 2) Make them worth more

That's it. I grow our portfolio companies with this exact framework. *\$100M Leads* focuses on number one - getting more customers. You get more customers by getting:

- 1) More Leads
- 2) Better Leads
- 3) Cheaper Leads
- 4) Reliably (think ‘from lots of places’).



Bottom line: All else being equal...when you double your leads, you double your business.

This book shows you how to transform your business into a lead-getting machine. Once you apply its models, you *instantly* increase lead flow. And, like cash flow, when leads flow, it's hard not to make money. This book will solve your “not getting enough leads” problem for good.

In a nutshell: I will show you how to get strangers to *want* to buy your stuff.

What's In It For Me?

In one word: **trust**.

I give this book and the course that comes with it for free (or at cost) in hopes of earning your trust. I want this book to provide more value than any \$1000 course, \$30,000 coaching program, or \$100,000 degree. Although I could sell

these materials that way, *I don't want to*. I have a different model. I explain it below.

Who am I looking to help?

I want to provide value to two types of entrepreneurs. The first is *under \$1,000,000 per year in profit*. My goal is to help you get to \$1,000,000 in profit per year (fo' free) and, in so doing, *earn your trust*. Try a couple of tactics from this book, get some leads, then try a few more, and get more leads. The more leads you get, the better.

Do it enough, and you become the second type of entrepreneur: the type making over \$1,000,000 in EBITDA (fancy word for profit) per year. Once you get there, or if that's you now, it would be my honor to invest in your business and help you scale.

I don't sell coaching, masterminds, courses, or anything like that...I invest. I buy equity in growing, profitable, bootstrapped companies. Then, I use the systems, resources, and teams of *all my companies* to fast-track the growth of *your company*.

But don't believe me yet...*we just met*.

Author Note: Our Investment Criteria Have Changed Since Last Book

If you noticed some changes in our investment criteria - you're right. We changed our minimum investment threshold from \$3,000,000 in revenue to \$1,000,000 in profit.

On top of that, we also used to primarily invest in education and service businesses. But our portfolio has expanded. We've done quite well outside of those industries. So now, as long as a business meets our size requirements and is profitable, cash flowing, and growing, we consider investing in it.

My Business Model



ACQUISITION.COM

My business model is simple:

- 1) Provide better free products than the marketplace's paid products.
- 2) Earn the trust of entrepreneurs who make over \$1,000,000 per year in profit.

3) Invest in those entrepreneurs to fast-track their growth.

4) Help everyone else for free, for good.

Our process reverse-engineers success. The winners know my models will work for them because they already have. And I know the winners will use them because they already do. So, we operate on shared trust.

This approach avoids failures *and* increases the likelihood of success. Win-win. Easy to say, but let me show you how much of a difference our process makes...

Within the first 12 months, our average portfolio company **1.8x's revenue and 3.01x's profits**. And we partner for the long haul, that's just the first 12 months. Our average portfolio company who's been with us between 12 and 24 months, **2.3x's revenue and 4.7x's profits**. As a fun exercise, plug your numbers in to see what that would look like for you. This stuff works.

That's how I know the models I'm about to show you work. *They already have.*

Acquisition.com's Mission

To make real business accessible to everyone. Businesses solve problems. Businesses make the world better. There are too many problems for any one person to solve.

And I can't cure cancer, end hunger, or solve the world's energy crisis (for now). But I *can* provide value to the entrepreneurs who build the businesses that will. I want to help create as many businesses as possible so we can solve as many problems as we can. So I share these business-building frameworks rather than hoard them. Fair enough?

Cool. Let's press on.

Basic Outline of This Book

I laid this book out from zero clients, zero leads, zero advertising, zero money, zero skills (Section II) to max clients, max leads, max advertising, max money, and max skills (Section IV). We learn more skills as we progress in the book. And when we have more skills, we can get *more leads in the same amount of time*. So, we finish with the most complex skills that get us the most leads for our time spent. We save them for the end because they take lots of skills *and* money. And, getting good and having money takes time. I want this book to help a person get their first five clients and crack their first ten million-dollar month and beyond.

This order also reminds those *with* skills and money, me included, of the basics we stopped doing. *Our businesses deserve better.* Respecting the tried-and-true methods that got you to your current level will probably get you to the next one. *Masters never don't do the basics.*

So, we go from getting your first lead all the way to building a \$100,000,000+ leads machine. Here's the breakdown:

Section I: *You're about to finish reading it right now.*

Section II: I reveal what makes advertising *really* work. Most entrepreneurs think about advertising the wrong way. Since they think about advertising the wrong way, they do the wrong stuff to get leads. You want to do the right stuff to get leads. *This is the way.*

Section III: We learn advertising's "core four." There are only four ways to get leads. So if there is a most important "how to" section, it's this one.

Section IV: We learn how to get other people (customers, employees, agencies, and affiliates) to do it all for you. And this completes the assembly of your fully functioning *\$100M Leads* machine.

Section V: We wrap up with a one-page advertising plan you can use to get more leads today.

GOLDEN TICKET:

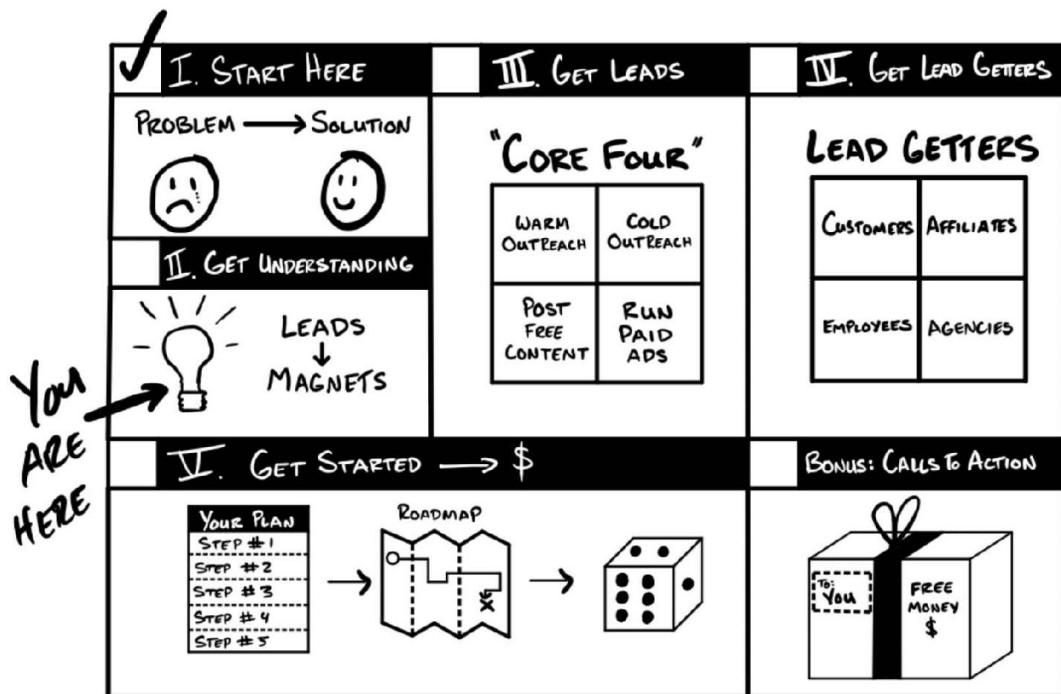
We invest in companies over \$1,000,000+ in profit to help them scale. If you would like us to invest in your business to scale, go to

[Acquisition.com](#). You can also find **free** books and courses so good they grow your business without your consent. And if you don't like typing, you can scan the QR Code below to grab them.



Section II: Get Understanding

Advertising. Simplified.



In this section, we cover three things to make sure advertising does exactly what we want it to do.

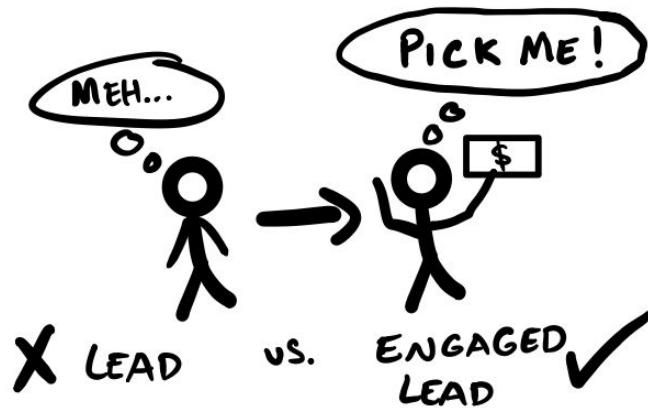
First, we talk about what a lead actually is. If we want more of them, then we better be darn well sure we're talking about the same thing. Second, we learn how to separate leads that make you money from leads that waste your time. Third, I show you the best ways I know to get the leads that make you money to *show interest in the stuff you sell*.

Let's dive in.

Leads Alone Aren't Enough

"If you cannot explain something in simple terms, then you don't understand it."

- Dr. Richard Feynman, Nobel Prize Winner in Physics



I'll let you in on a little secret. This book started because somebody asked me what a lead was. You'd think it would be simple, but I couldn't give a straight answer. And after six months of trying to figure it out, I was more confused than before. It became clear *I didn't know as much about leads as I thought*. My search for a *clear* definition of "a lead" snowballed into the massive project that became *\$100M Leads*. All this to say, we've got to agree on what the heck a lead is before we dive head first into getting them...

So what's a lead anyways?

Someone who clicks an ad?

A phone number?

A person that schedules a call?

A list of names?

A door you knock on?

A walk-in?

An email address?

A subscriber?

A person that sees your content?

Etc...

You see, words matter because they affect how we think. How we think affects what we do. And if words have us thinking the wrong way, then we will probably do the wrong stuff. I hate doing the wrong stuff. So to do the right stuff more and the wrong stuff less, it's best we know what words mean and use them.

To cut the suspense, a **lead** is a person you can contact. That's all. If you bought a list of emails, those are leads. If you get contact information from a website or database, those are leads. The numbers in your phone are leads. People on the street are leads. *If you can contact them, they are leads.*

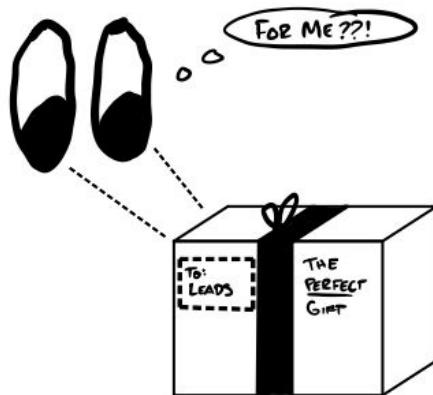
But what I came to realize was - *leads alone aren't enough*. We want **engaged leads**: people who *show* interest in the stuff you sell. If someone gives their contact information on a website, that is an engaged lead. If someone follows you on social media and you can contact them, that is an engaged lead. If people reply to your email campaign, they are engaged leads. The leads *showing interest* are the leads that matter.

Engaged leads are the true output of advertising.

Getting more *engaged* leads is the point of this book. But I couldn't call the book "engaged leads" because no one would get it. But now you do. So the next question is: *How do we get leads to engage?*

Engage Your Leads: Offers and Lead Magnets

"I don't do drugs. I am drugs" - Salvador Dali



April 2016.

I paid \$25,000 to be in this group, and *everyone* told me to do a webinar. In fact, my mentor at the time told me, “Do a webinar every week until you make a million dollars. Until then, don’t ask me about anything else.” *This is my only path to success. I’ve got to figure this out.*

A webinar, as I understood it, was a magical presentation with a zillion slides. If somebody watched, it would hypnotize them into buying my thing.

There was so much I didn’t know. Landing pages. Registration pages. Follow-up emails. Replay emails. Cart close emails. Presentation software. Website integration. Writing ads. Making ad creative. Figuring out where to put the ads. Who to show the ads to. Building a payment page. Processing payments. Never mind *making the actual webinar*. The list overwhelmed me.

So, I started with what I understood most, the landing page. I built a few of those for my gyms. My mentor made millions with webinars, so I modeled his landing page. But I didn’t need it to make millions. I just needed it to make *something*.

Okay...now the “thank you” page.

An entire Sunday later, the “thank you” page went live. *Now for the big test.* I put my email into the landing page, clicked “sign me up,” and waited. My brand new thank you page loaded. *Success.* I still wasn’t a millionaire, sad face. But it was something.

The following Sunday, I sat down for my regular ‘work *on* the business, not *in* the business’ ritual. I had ten hours to figure out the next piece of this webinar puzzle. After my first cup of coffee, I decided I didn’t really want to work, but I still wanted to feel productive. So I went to my advertising group’s forum to get some tips.

“Just got off my webinar. \$32k in an hour! I ROI’d the entire tuition in my first week! Webinars rock!”

I’m never gonna make this work. He joined the same month as me. He was in the same industry as me. He figured out how to make money with his webinar before me. He was stealing all the clients before I even got a chance.

Everyone is making money except me.

Desperate, I called other people in the group. “I will do anything for your business: build a sales team... write your sales scripts... fix your sales process... anything... just *help me finish this webinar...please?*” One person agreed to help me. *Thank God.*

Eight Sundays later, and the little circle next to my ad campaign turned green. *It’s alive!* I was officially spending \$150 per day on ads. All I had to do now was watch the money pour in. I was gonna be rich!

Three days, \$450, 80 leads, and 0 sales later...

I shut it all down. *I suck.*

No one even watched my webinar. Meanwhile, that guy posted *again* about how much money he was making off this webinar stuff. *Why do I suck so much?*

I spent most of my money to join this group, and I just set *another* \$450 on fire. I didn't have the money to fail again. I *needed* the next thing to work. And if I couldn't even get anyone to watch, what was the point?

The case study:

I scrolled my newsfeed to see what other people were doing. An ad caught my eye. "Free Case Study on How I Spent \$1 and Made \$123,000 in a Weekend" or something like that. I punched in my email, and the page sent me to a video of walking through a successful advertising campaign. Nothing fancy. No slides. No "presenting." Just a dude explaining how his stuff worked.

This, I can do.

I fired up my screen recorder:

Okay everyone. So here's the ad account of a gym we just launched. Here are the ads we ran. This is how much we spent. We sent them to this page with this offer. You can see how many leads we got here. They got this many people scheduled. This many showed. This is how many they sold. This is how much the gym owner made. This is everything we did. If you want help setting something like this up, we'll do the whole thing for free. And we only get paid off the sales you make. If that sounds fair, book a call.

It took maybe 13 minutes. Simple. I swapped the webinar out for this video and changed the headline:

“FREE Case Study: How we added 213 members and \$112,000 in revenue to a small gym in San Diego.”

They would book a call on the next page.

I set up a fresh ad campaign and went to bed.

The next morning...

“Alex...what did you do?” Leila asked.

“What do you mean?”

“Strangers have booked my calendar solid for like the next week.”

“Really?”

“Yea. Did you start a new campaign or something?”

“Yea... but I didn’t think it would go live so fast. Wait. People booked calls!?”

“Yea. Tons.”

Seeing Leila’s calendar stacked with appointments filled me with joy. *It’s working!*

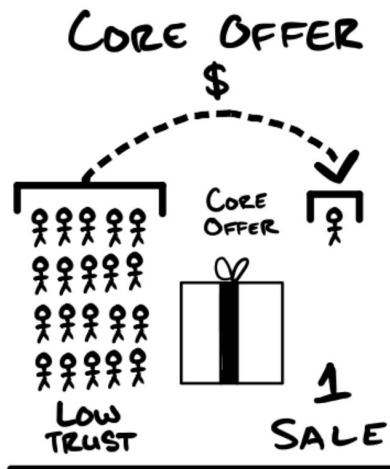
I learned an important lesson. *They didn’t want my webinar. But they did want my case study.* This accidental discovery showed me how getting leads

actually works...you have to *give people something they want*. The best part is - it's easier than you think.

Author Note: Webinars Still Work

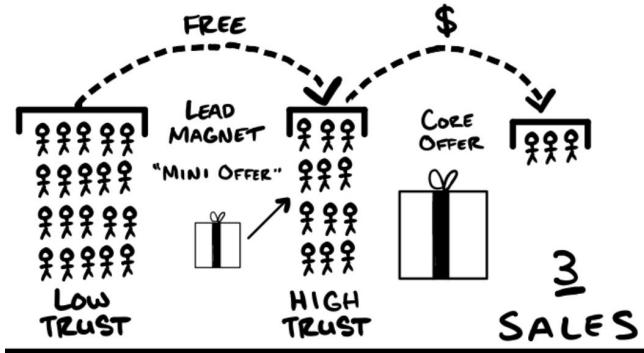
Obviously, they worked for the other guy in my group. But I didn't have the skills at the time to make it work. I was so scarred from my first experience, I didn't try another webinar for years. Spend your time testing the offer rather than perfecting an untested product. This was my breakthrough. I just needed to give people something simple that they wanted. For gym owners, it was a case study showing how I filled gyms in 30 days.

Lead Magnets Get Leads to Engage



Offers are what you promise to give in exchange for something of value. Often, a business promises to give its product or service in exchange for money. This is a *core offer*. If you advertise your core offer, then you go straight for the sale—the direct path to money. Advertising your core offer might be all you need to get leads to engage. Try this way first.

LEAD MAGNET + CORE OFFER



Sometimes, though, people want to know more about your offer before they buy. This is common for businesses that sell more expensive stuff. If that's you, then you'll often get more leads to engage by advertising with a lead magnet first. A **lead magnet** is a complete solution to a narrow problem. It's typically a lower-cost or free offer to see who is interested in your stuff. And, once solved, it reveals another problem *solved by your core offer*. This is important because leads interested in lower-cost or free offers *now* are more likely to buy a related higher-cost offer *later*.

Think of it like salty pretzels at a bar. If somebody eats the pretzels, they'll get thirsty and order a drink. The salty pretzels solve the narrow problem of hunger. They also reveal a thirst problem solved by a drink, which they can get, *in exchange for money*. The pretzels have a cost, but when done right, the drink revenue covers the cost of the pretzels *and* nets a profit.

So your lead magnet should be valuable enough on its own that you *could* charge for it. And, after they get it, they should want *more* of what you offer. This gets them one step closer to buying your stuff. A person who pays with their time now is more likely to pay with their money later.

Good lead magnets get more engaged leads and customers than a core offer alone, and do it for less money. So let's make a lead magnet, shall we?

Pro Tip: Even Free Stuff Has A Cost

People will give you time before they'll give you money. But, time is still a cost. If your lead magnet isn't worth their time, *it's overpriced*. And, free or not, they won't buy from you again.

So look at it this way—if they think your lead magnet is worth their time, they'll think your core offer is worth their money.

Seven Steps To Creating an Effective Lead Magnet

Step 1: Figure out the problem you want to solve and who to solve it for

Step 2: Figure out how to solve it

Step 3: Figure out how to deliver it

Step 4: Test what to name it

Step 5: Make it easy to consume

Step 6: Make it darn good

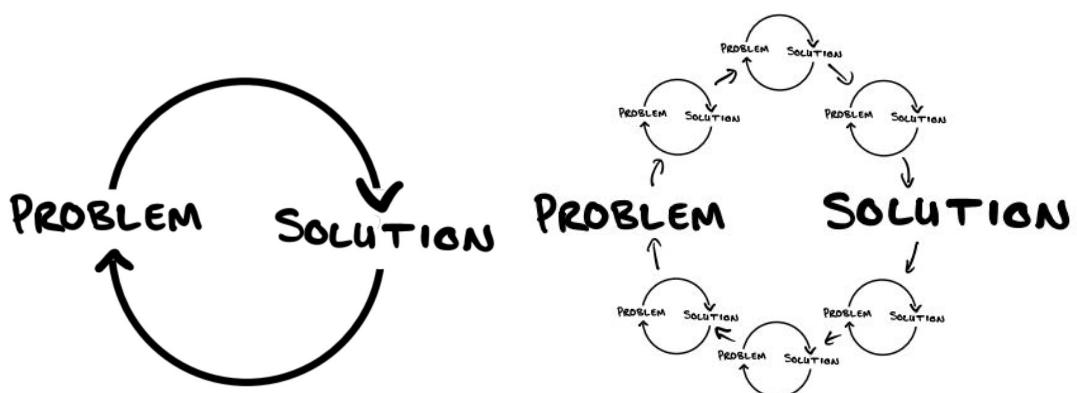
Step 7: Make it easy for them to tell you they want more

*Something to keep in mind before we start - Grand Slam Offers work for free stuff as much or better than they do for paid stuff. So make your lead magnet so insanely good people will feel stupid saying no. And yes, this means you may have a few insanely valuable offers (even if some are free). But that's a *good* thing. The business that provides the most value wins. Period. So let's get started.*

Step 1: Figure out the problem you want to solve and who to solve it for

Here's a simple example we can walk through together...this book is a lead magnet. You are a lead. I want to solve an engaged lead problem. And I want to solve it for businesses making *less than* \$1,000,000 in annual profit. With enough engaged leads, they can make *more than* \$1,000,000+ in annual profit. Then, they qualify for my core offer: me investing in their company to help them scale.

The first step is picking the problem to solve. I use a simple model to figure this out. I call it the Problem-Solution cycle. You can see it below.



Every problem has a solution. Every solution reveals more problems. This is the never-ending cycle of business (and life). And, smaller problem-solution cycles sit inside larger problem-solution cycles. So how do we pick the right problem to solve?

We start by picking a problem that's narrow *and* meaningful. Then, solve it. And, like we just learned, when we solve one problem, a new problem reveals itself. Here comes the important part- *if we can solve that new problem with our core offer, we've got a winner*. This is because we solve this new problem *in exchange for money*. That's it. Don't overthink it.

Example: Imagine we help homeowners sell their homes. That is a *broad* solution. But what about the steps *before* selling a home? Owners want to know what their house is worth. They want to know how to increase its value. They need pictures. They need it cleaned. They need landscaping. They need minor things fixed. They need moving services. They may need staging. Etc. These are all *narrow* problems—great for lead magnets. We pick one of the narrow problems and solve it for free. And although it helps, it makes their other problem more obvious—*they still have to sell their home*. But now we've earned their trust. So we can charge to solve the remaining problems with our core offer and help them achieve their broader goal.

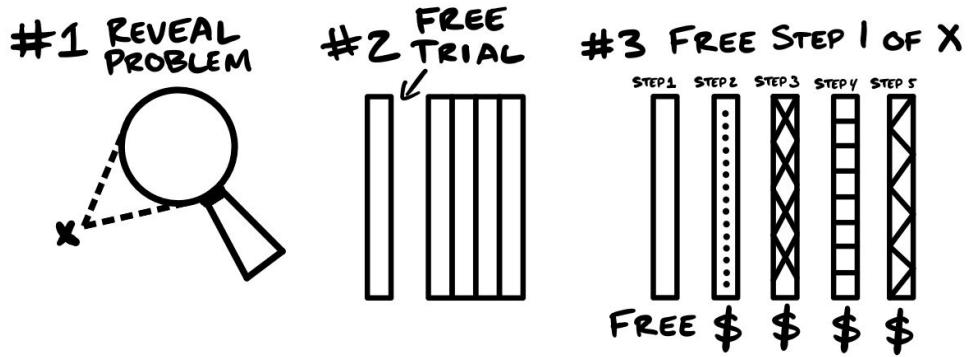
Action Step: Pick the narrowly defined problem you want to solve. Then, make sure your core offer can solve the next problem that comes up.

Step 2: Figure out how to solve it

There are three types of lead magnets and each offers a different type of solution.

First, if your audience has a problem they don't know about, your lead magnet would make them aware of it. Second, you could solve a recurring problem for a short amount of time with a sample or trial of your core offer. Third, you can give them one step in a multi-step process that solves a bigger problem. All three solve one problem and reveal others. So your three types are: 1) Reveal Problems, 2) Samples and Trials, and 3) One Step Of A Multi-Step Process.

LEAD MAGNET TYPES



1) **Reveal Their Problem.** Think “diagnosis.” These lead magnets work great when they reveal problems that get worse the longer you wait.

- Example: You run a speed test that shows their website loads at 30% below the speed it should. You draw a clear line between where they should be and how much money they lose by being below standards.
- Example: You do a posture analysis and show them what their posture should look like. You draw a clear line to what their pain-free life would look like if their posture were fixed and how you can help.
- Example: You do a termite inspection that reveals what happens when the bugs eat their home. If they do have termites, you can get rid of them for cheaper than the cost of... another home. If they don't, they can pay you to prevent the termites from coming to begin with! You can sell 'em either way. Win-win!

2) **Samples And Trials.** You give full but brief access to your core offer. You can limit the number of uses, time they have access, or both. This works great when your core offer is a recurring solution to a recurring problem.

- Example: You hook them up to your faster server and show their website loading at lightning speed. They get more customers from your faster load times. If they want to keep it, they need to keep paying you.
- Example: You give a free adjustment for their bad posture and they experience relief. To get permanent benefits, they must buy more.

- Example: Food, cosmetics, medicine, or any other *consumables*. Consumables, by nature, have limited uses and solve recurring problems... with recurring use. So single serving, “fun sized,” etc. samples are great lead magnets. It’s how Costco sells more food than other stores—they give out samples!

Pro Tip: Be A Drug Dealer

Many people make money selling drugs (legally and illegally). A free drug sample is a lead magnet. They can afford to give a ‘hit’ away because once people try it, they’re hooked. It’s so good, they come back for more. This is why we don’t ‘dilute’ the value of our lead magnets or give away sucky fluff. If anything, like a drug dealer, you’d wanna give the strongest ‘hit’ *first*. It keeps them coming back for more. Your lead magnet is your first ‘hit.’ The next one they have to pay for. Be a (legal) drug dealer, and you’ll make money like one.

PS - Whatever you do, make sure it’s legal.

3) One Step Of A Multi-Step Process. When your core offer has steps, you can give one valuable step for free and the rest when they buy. This works great when your core offer solves a more complex problem.

- Example: This book. I help you get to \$1,000,000+ per year in profit. Then you’ll have new problems we can help you solve, and scale from there.
- Example: You give away a free wood sealant for a garage door. But the sealing process requires three different coats to protect from all weather conditions. I do the first one free, explain how it only gives partial coverage, and offer the other two in a bundle.