VOLUME 1

"Dude…this book is SO GOOD!!"
*Russell Brunson, CEO of Clickfunnels*

# $100M OFFERS


ALEX HORMOZI

## HOW TO MAKE OFFERS **SO GOOD** PEOPLE FEEL ***STUPID*** SAYING NO

# ACQUISITION.COM VOLUME I: $100M OFFERS

HOW TO MAKE OFFERS SO GOOD PEOPLE PEOPLE FEEL STUPID SAYING NO

Ebook ISBN: 978-1-7374757-0-5

Acquisition.com, LLC

3610-2 N Josey Lane #223

Carrollton,TX 75007-3150

Cover Design by Charlotte Chan Mikkelsen

Photography, Illustrations, and Interior Layout by Alex Hormozi

**DISCLAIMER**

The content provided in this book is designed to provide helpful information on the subjects discussed. This book is not meant to be used, nor should it be used, to diagnose or treat any medical condition. The numbers in this book are theoretical and to be used for illustrative purposes only. The publisher and the author are not responsible for any actions you take or do not take as a result of reading this book, and are not liable for any damages or negative consequences from action or inaction to any person reading or following the information in this book. References are provided for informational purposes only and do not constitute endorsement of any websites or other sources. Readers should also be aware that the websites listed in this book may change or become obsolete.

# WHAT OTHERS HAVE SAID

***"After spending one day with Alex, we added $5 MILLION PER YEAR in profit*** *without adding any new services. When Alex talks about acquisition, you should listen (as long as you don't hate money)."*

BROOKE CASTILLO, CEO, LIFE COACH SCHOOL

*"My career can be broken into two chapters: the first was 15 years of banging my head against the wall trying to figure out why I was not fulfilling my potential. The second chapter started when I read '$100M Offers' by Alex hormozi. It was then that I had the confidence to know exactly how to have the success that I knew I was capable of enjoying. If you are a business owner that is done settling for less than your potential, this book will quickly show you that it's not your fault; no one has taught you how to make irresistible offers.* ***This book will change that within a few chapters****. Consider this book your second chapter****. It is an absolute game changer****."*

RYAN DANIEL MORAN FOUNDER, CAPITALISM.COM

*"We first found out about Alex and instantly bought his book. It's the best book I've ever read really in business. Probably the biggest thing I learned from him is that so many times in business you want to charge your customers more and you almost feel guilty like 'oh my gosh can I really do this?' but I think there's nobody better that really puts packages and prices together that not only you can increase your price for your business but you're also increasing the value for the customer at the exact same time.* ***Since we started working with him...within two months...our business was already doing $10M/yr in sales...INSTANT DOUBLE and it's only been two months since we came in touch with him and our business is on a run rate to do $23M/yr in sales now****. Just from changing our pricing, our packaging, and at the same time delivering better results and outcomes for the clients that we work with."*

ANDREW ARGUE FOUNDER, CEO ACCOUNTINGTAX.COM

## *GUIDING PRINCIPLES*

***There are no rules.***

# Thank You

**To Leila:**
You are my ride-or-die:
*a term used to describe a person (usually a woman) that is willing to do anything for their partner, friend, or family, even in the face of danger.*
Couldn’t do this without you . . . and wouldn’t want to.
You make waking up everyday worth it.
Thank you for being unapologetically you.
You’re a down motherfucker.

**To Trevor:**
You're the best friend a guy could ask for.
Thank you for spending hours upon hours beating up the ideas that became this book with me.
It would not be half as good as it is without your relentless drive for simplification and clarity.
Eternally grateful for our friendship.
You make me feel less alone in the world.
Cheers to becoming old and crotchety.

# CONTENTS

> *"Outsized returns often come from betting against conventional wisdom, and conventional wisdom is usually right. Given a 10 percent chance of a 100 times payoff, you should take that bet every time. But you're still going to be wrong nine times out of ten . . . We all know that if you swing for the fences, you're going to strike out a lot, but you're also going to hit some home runs. The difference between baseball and business, however, is that baseball has a truncated outcome distribution. When you swing, no matter how well you connect with the ball, the most runs you can get is four. In business, every once in a while, when you step up to the plate, you can score 1,000 runs. This long-tailed distribution of returns is why it's important to be bold. Big winners pay for so many experiments."*
>
> JEFF BEZOS

As entrepreneurs, we make bets everyday. We are gamblers — gambling our hard-earned money on labor, inventory, rent, marketing, etc., all with the hopes of a higher pay out. Oftentimes, we lose. But, sometimes, we win and win BIG.

However, there is a difference between gambling in business and gambling in a casino. In a casino, the odds are stacked against you. With skill, you can improve them, but never beat them. In contrast, in business, you can improve your skills to shift the odds *in your favor*. Simply stated, with enough skill, you can become the house.

After beginning a series of books on acquisition, it became apparent that I could not talk about any other topic without first addressing *the offer*: the starting point of any conversation to initiate a transaction with a customer. What you are literally *providing* them in exchange for their money. That's where it all begins.

This book is about how to make profitable offers. Specifically, how to *reliably* turn advertising dollars into (enormous) profits using a combination of pricing, value, guarantees, and naming strategies. I call the proper combination of these components: a *Grand Slam Offer*.

I chose this term partially in homage to the above quote from Amazon founder Jeff Bezos and because, like a grand slam in baseball, a Grand Slam Offer is both very good and very rare. Additionally, to extend the baseball metaphor, it takes no more effort to make a Grand Slam Offer than to strike out. The difference is dictated by the skill of the marketer and how well he connects his offer with his audience's desires. In business you can have so-so offers: the "singles" and "doubles' that keep the game going, pay the bills, and keep the lights on. But, unlike baseball, where a grand slam scores a maximum of four runs, a Grand Slam Offer in the business world, can score you a thousand-fold pay off and result in a world where you never need to work again. It would be like connecting with the ball so well during one single at bat that you automatically win every World Series for the next hundred years.

It takes years of practice to make something as complicated as hitting a major league fastball into the bleachers look effortless. Your stance, vision, prediction, ball speed, bat speed, and hip placement all must be perfect. In marketing and customer acquisition (the process of getting new clients), there are just as many variables that must all align to truly "knock it out of the park." But with enough practice and enough skill, you can turn the wild world of acquisition, which *will* throw curveballs at you everyday, into a homerun derby, knocking offer after offer out of the stadium. To everyone else, your success will look unbelievable. But to you, it will feel like "just another day at work." The greatest hitters of all time also have many strike outs, just as there are many failed offers in the track record of great marketers. We learn skills through failure and practice. We do this knowing that nine out of ten times we will be wrong. We still act boldly, hoping for that offer we connect with so well that it results in our big payoff.

The good news is that in business, you only need to hit *one* Grand Slam Offer to retire forever. I have done this four or five times in my life. As for my track record, I have a 36:1 lifetime return on my advertising dollars over my business career. Consider this my lifetime "batting average," if you will. That means for every $1 I spend on advertising I get $36 back, a 3600% return. That is my <u>*average*</u> over eight years. And I continue to improve.

This book is my attempt to share that skill with you, with a specific focus on building Grand Slam Offers, so you can experience the same levels of success. It's also the first in a series of books meant to get entrepreneurs to financial freedom, in plain words, "fuck you" money. Subsequent books in this series will look more deeply at getting more customers, converting more prospects into clients, making those clients worth more, and other lessons I wish I had learned earlier scaling my businesses.

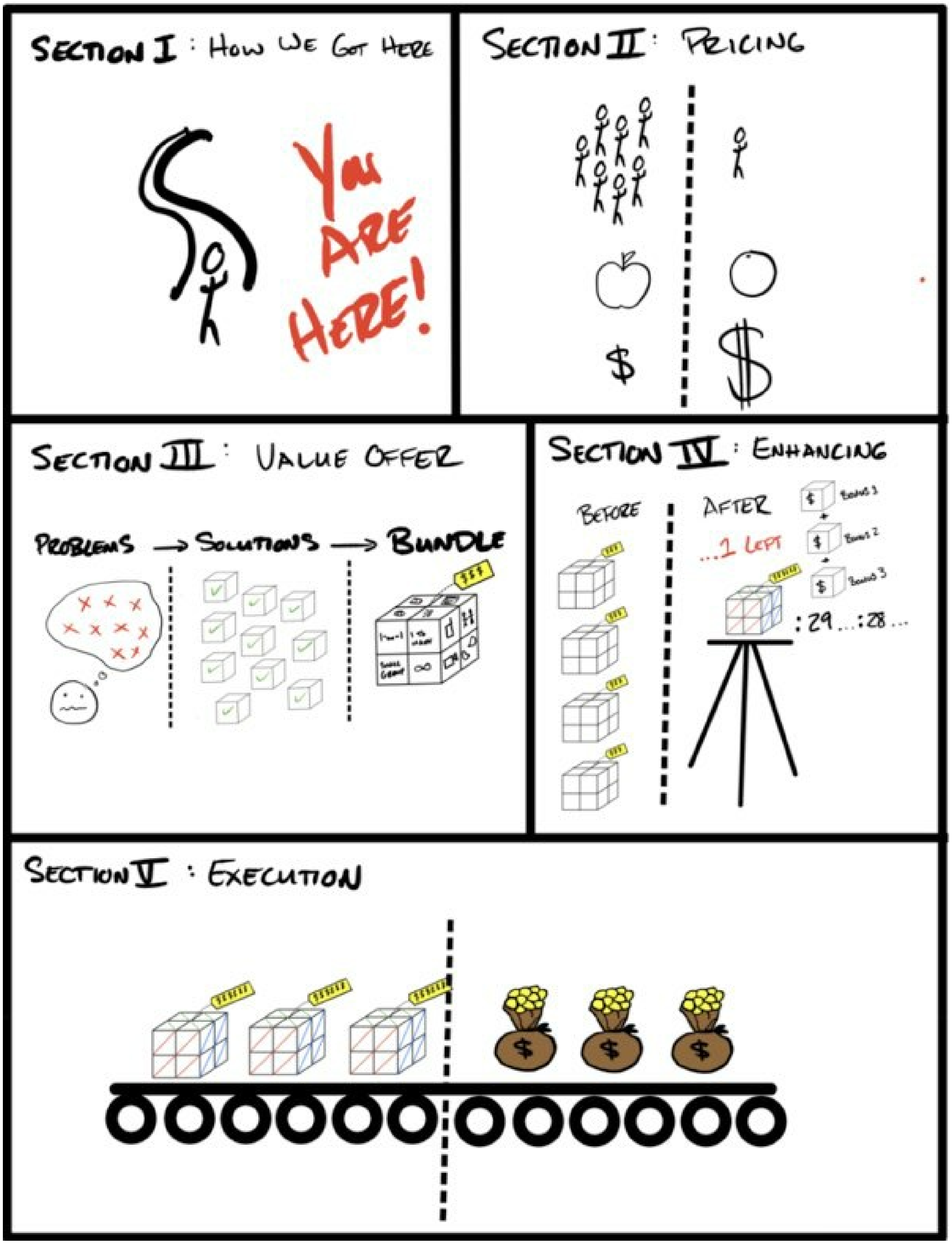
---

**Pro Tip: Faster, Deeper Learning By Reading & Listening At Same Time**

Here’s a life hack I discovered a long time ago….If you listen to the audiobook while reading the ebook or physical book you will increase your reading speed and retain more information. The contents are being stored in more places in your brain. This is how I read most things worth reading. I’ve priced my products as cheap as the platforms will allow me to, so this isn’t a ploy to make an extra .99 cents - promise. If you want to give it a try, go ahead and grab the audio version and see for yourself. You might find it as valuable as I have (as someone who struggles to stay focused). I took two days to talk this book out loud and record it. I figured I’d put this “hack” at the beginning of the book so you had a chance to do it if you found this first chapter valuable enough to earn your attention.

---

# SECTION I: HOW WE GOT HERE


Section I : How We Got Here
You Are Here!
Section II : Pricing
$
$
Section III : Value Offer
Problems → Solutions → Bundle
$$$
Section IV : Enhancing
Before
After
...1 Left
:29 ... :28 ...
Section V : Execution

> *"Magic will find those with pure hearts, even when all seems lost."*
>
> MORGAN RHODES

***December 24, 2016. Christmas Eve.***

The room was pitch black. My shoes stuck to a floor covered in dried soda and crushed bits of candy. My nostrils were full with the smell of stale popcorn. We had showed up too late to get good seats and ended up pressed near the front of the theater. Just a few rows in front of me, the movie's blazing projection occupied my entire field of view. In the reflected glow, I could see the outlines of Leila's family's faces. They may as well have been hypnotized.

I envied them. They sat, entranced, soaking in their paid time off for Christmas. *Must be nice.*

Anybody else would have missed it but Leila, my girlfriend at the time, knew me too well. Anybody else would have thought I was watching the movie, but Leila could tell I was staring blankly at the screen, my eyes not tracking the movie. My face was pale. My cheekbones and jawline appeared gaunt. Weeks of chronic stress had killed my appetite.

"What's wrong?" she asked.

I didn't answer.

She rested her hand on mine to get my attention. I didn't react. Within moments, her fingers tightened around my wrist, and she looked at me, her eyes searching for mine. "Your heart is racing," she whispered, concerned.

Without asking, she took my pulse.

It was 100 beats per minute. Nearly twice what it should be for a fit 27 year old male at "rest" in a cool, dark room.

"What's going on?" she asked more forcibly, but still whispering.

The truth is, I was terrified.

*A few hours earlier . . .*

I looked like a giant. I sat scrunched up in a children's miniature play chair. My knees almost touched my chest, even with my feet firmly planted on the old beige carpeted floor. My laptop felt hot sitting atop my steeply angled knees. Dolls and toys were scattered around me. They stared at me with wide eyes and toothy grins, motionless. I had been their entertainment the past few weeks.

I was in Leila's parents' house. They had recently become grandparents and used this spare bedroom as a playroom when the grandchildren visited. I didn't have a place to live. So they were letting Leila and I stay there "as long as we needed." They had let me use the children's playroom as my office for my "business", which at this point felt almost as make-believe as the stories they had told their grandchildren in this room.

I literally felt like I was playing dress up. Except the stakes were real. And this was my life.

My ears were hot and red from the phone being pressed against them for what felt like hours. I kept switching hands because my arms would tire from holding the phone up for so long.

"I'm sorry Mr. Hormozi," the voice on the other end of the line said, "we have to hold onto these funds for the next six months. We've seen some irregular activity, so this is precautionary."

"Are you fucking kidding me, $120-grand," I said. "A 'precaution'!?"

"I'm sorry sir, our underwriting team—"

"Yeah, I heard you," I said, cutting him off. "I don't accept that."

"Sir, it's not up to me it's just our pol—"

"What am I gonna tell my salesman, who has a baby and another on the way? Are you going to tell him he's not going to be able to buy his pregnant wife and newborn food? Are you going to pay his mortgage for him?"

I was seething.

“Sir—” he began again, with unphased apathy, just trying to deliver the news.

“It’s not yours to take.” My aggression was quickly turning into desperation. “Shit, just send me half so I can pay my employees,” I pleaded “It’s Christmas Eve for fuck’s sake.”

“Sir, we’re going to be holding onto the entirety of your funds for the next six months per your agreement . . . ” The voice faded into the distance.

*Fuck.*

I hung up and checked my accounts. *$23,036.*

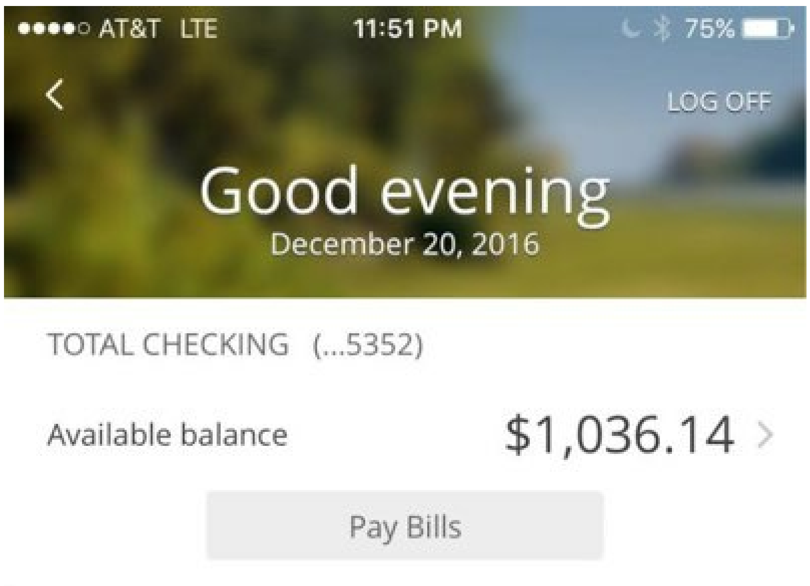
I owed my salesman a $22,000 commission check for $120,000 in sales I never got.

Without wanting to give myself the opportunity to think about it, I wired it to him.

*-$22,000 Payment Successful.*

Balance $1,036.

*Fuck*




I screenshotted this image of my bank account because I knew I would tell this story some day.

The sunlight blinded me as we emerged from the matinee. Families shuffled in and out through the revolving doors, making their happy memories. I was in a daze. Leila led me to the car, her hand wrapped firmly around mine.

“What’s wrong? What happened?” she asked.

“The money isn’t coming.”

“What do you mean?” she asked. “It’s delayed?”

I exhaled in defeat. “They are keeping it all.”

“Can they do that!?”

“Apparently,” I said stoically, trying to maintain my composure in front of her parents.

“What are you gonna do about the commissions?”

“I already paid him. Everything.” I said it without looking at her.

Leila’s concern turned to dread.

We sat in silence the whole way home. I stared out the window. She held my hand in hers. It was more comforting than I anticipated. *We’ll get through this.*

*30 days earlier . . .*

I had decided to go all in on this new business I called "Gym Launch." Here was the idea: I would fly around the country to gyms and fill them up to full capacity using this new methodology that hinged on an offer I had perfected when I owned my chain of gyms.

Leading up to this moment, I had sold five of my six gyms. The funds from selling them, my life's work, I had put into an account I had with a new partner. This money was supposed to be the seed money for our new company.

*I was finally going to realize some level of success.*

My alarm went off. I groggily swung my arm over blindly clawing at the bedside table. I switched off the alarm, while Leila managed to sleep through the commotion.

I laid there silently, pulling up the bank accounts — a daily ritual. The balance said $300.

Wait. That couldn't be right. There was $46,000 in here yesterday.

My adrenaline surged. Looking closer I saw "*-$45,700 Payment Successful."* I was frantic.

The money from selling all of my gyms was gone. I checked where the money went. To my "partner." He had taken all the money out.

*Fuck.*

The last four years of my life had vanished that fast. I officially had nothing, and even less to show for it. No gyms. No equipment. No employees. Nothing.

I felt dead inside.

Adding insult to injury, in that same 30-day period, my mother was in critical condition because of a near fatal accident (and was still under 24-hour supervision), and I had totalled my car in a head on collision at 60 miles per hour and earned a DUI as my consolation prize.

This was the cherry on top. My one saving grace during this time was selling a new "challenge offer" at a gym and collecting all the cash up front as my "fee" for turning their business around.

So I did the only thing I knew. I *sold*. My salesman had done $120,000 in a single month, and I owed him a $22,000 commission check.

The problem was the $120,000 never came.

"We need to talk," I said as Leila and I went into the other room. I worked up the courage to speak but stared at the floor, embarrassed.

"I've got nothing," I said to her. "I'm a sinking ship, and you don't have to stay with me."

She grabbed my chin and pulled my face towards hers so she could look into my eyes: "I would sleep with you under a bridge if it came to that." I would have cried tears of joy, but I was so emotionally exhausted my response appeared apathetic.

*I wouldn't stay with me.*

"Are we still gonna do these launches starting tomorrow?" She asked. "All my friends quit their jobs to do this." She was being matter of fact, but it still stung. I felt defeated. "Listen, this could go horribly wrong, "

"I trust you. We'll figure it out."

I had two things left at that point: a grand slam offer and an old business credit card with a $100,000 limit from when I had my gyms.

On the day after Christmas (two days after the gut-wrenching call with the payment processor) we were scheduled to launch six new gyms . . . at the same time. Between airfare, hotels, rental cars, gas, and ad spend (all multiplied by six), I was going to be spending $3,300 per *day* of money I didn't have. My last dollar had gone to paying my salesman. I still remember my hand shaking as the advertisements went live: Off→ *ON.*

Just like that, I was going into debt at a rate of $412 dollars per working hour. Just like that, $3,300 per day began getting deducted from my account.

*-$3,300 . . . I now officially have nothing*

*-$3,300 . . . I now have officially less than nothing*

*-$3,300 . . . I have $10,000 less than nothing*
*-$3,300 . . . This one decision is going to ruin my future forever.*

But things started shaping up. Here's what happened that month (January 2017), as documented by my old processing records I dug up. You can see the month along the left column and the revenue collected that month along the right.

| | Pending Authorizations | | Charges | | Refunds | | Rtns/Chgbks | | Voids | | Declines | | Totals | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Count | Amount | Count | Amount | Count | Amount | Count | Amount | Count | Amount | Count | Aprvl Pct | Count | Amount |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 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** |
| 11/2017 | 0 | $0.00 | 1076 | $1,132,319.31 | 8 | $-8,000.00 | 66 | $-64,296.00 | 1 | $1.00 | 92 | 92% | **1243** | **$1,060,023.31** |
| 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** |
| 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 made $100,117! It was just enough to cover the $3,300/day that had been coming off the credit card. It was actually working. I could hardly believe it. I threw the hail mary, and the universe caught it. I went from looking up bankruptcy lawyers to figuring out what to do with $3,000,000 in profits, accrued within the first twelve months. It felt surreal. And in hindsight, it still kind of does.

By the end of the year we were doing $1,500,000+/mo. Twelve months from then, $4,400,000/mo. Per. Month. Twenty-four months after that, we crossed $120,000,000 in sales, donated $2,000,000 to help fund equal opportunity in low income areas. We met and befriended Arnold Swarzenegger (lifelong hero) and were asked to be board members of his charity *After School All Stars*.


Leila and I meeting with Arnold Schwarzenegger at his home. We are now on the national board of his charity After School All Stars. Creating Grand Slam Offers has given us access to people we only dreamed of.

Twelve months after that, we now have a portfolio of seven eight-figure, and multi-eight-figure companies across a variety of industries (photography, publishing, fitness, business consulting, beauty) and business types (brick & mortar chains, software, service, e-commerce, training & education). Our portfolio companies now do about $1,600,000 *per week* (and growing).

I say this because I honestly can't believe it. All of this was because of a girl who believed in me, a credit card, and a Grand Slam Offer.

I know I teleported you from rags to riches. And the natural question is *how?* That's what I'm going to use the rest of this book (and remaining books & free courses in this Acquisition.com series) to break down.

The skill of making offers saved me from bankruptcy and likely saved my life. I have made so many mistakes in my life. I've made so many bad life decisions. I've hurt people knowingly and mistakenly. I've done bad things with good intentions. I say this because I am human. I don't pretend to have the answers. I have my own demons that I battle everyday. But, despite my many shortcomings, I've still managed to get really good at this *one* thing . . . and I'd like to share it with you. I can teach you how to build great offers.

I don't know who you are (yes, you, the one reading this). But thank you from the bottom of my heart. Thank you for allowing me to do work I find meaningful. Thank you for giving me your most valuable asset — your attention. I promise to do my best to give you a positive return on it.

Here is your first piece of good news: if you are reading this, then you are already in the top 10 percent. Most people buy stuff and then promptly ignore it. I can also throw out a spoiler: the further you get in the book, the bigger the nuggets become. Just watch.

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.

> *"Make people an offer so good they would feel stupid saying no."*
>
> TRAVIS JONES

I was 23 years old and, to quote Ruth from Ozark, I didn't know "shit about fuck." But there I was, in a Las Vegas penthouse hotel room along with ten business owners learning about marketing and sales… in my most-fashionable "beast mode" t-shirt (a shirt I had gotten for free, and one of the five shirts I owned at the time).

Truthfully, I was anxious, self-conscious, and thought I was making a huge mistake. I had paid $3,000 of money I didn't have to get a seat at the table. I knew I needed to learn. Everyone there had a business . . . except me. I was planning on starting one, a gym.

TJ, the organizer, had multiple successful businesses. While going over the agenda, I remember he made an off-hand comment about making $1,000,000 that year.

One. Million. Dollars. I was spellbound. *I wanna be like this guy. I'll do anything.* The problem was, I didn't know what any of them were talking about. KPIs? CPLs? Conversion rates? My head was spinning as I pretended like I knew what they were talking about. But I didn't, and I'm bad at pretending.

Between "sessions," TJ found me. He could tell I was in way over my head. TJ was kind, curious, and caring. After a little bit of small talk, he asked me a simple question that changed my life forever . . .

"Do you want to know the secret to sales?"

I had never sold anything in my life. I had never even read a book on it. I had just recently learned what the term meant (seriously). I leaned forward, intent to download every syllable he spoke right into my brain.

I opened my notepad and stared at him with intent. I was ready for *the* secret.

He looked at me soberly and said: "Make people an offer so good they would feel stupid saying no."

I nodded, wrote it down, underlined it, and circled it. And with that, my entire worldview of selling was transformed.


My mind began racing. I didn't have to be skilled . . . or even any good. I just had to come up with things that *anyone* would say yes to. The greatest game of my life had begun.

**What This Book Is About**

At some point, every successful business owner was a *wantrepreneur*. A person full of ideas and frustrated at having potential to spare. Something clicks when they realize the horrible trade they (and so many people) make — trading their freedom for (falsely) perceived security.

Their discomfort compounds. And once the discomfort of staying the same surpasses the discomfort of change, they take the leap. *I'm going to be an entrepreneur so I can be free. Free to do whatever I want, whenever I want, with whomever I want.*

Some learned about entrepreneurship through personal development.

Others got into it through a franchise.

Others bought courses.

And some just said, "F*CK IT. I'm doing it. I'll make it work."

And made it work they did.

Most of us open up shop with the intention of helping people in some way. Many times, this assistance is in some way related to something that's affected us personally. We set out to "give back" by providing value to others by helping them solve a problem that once plagued us. Then again, sometimes this isn't our way in. In either case, we cling to the dream of making more and being freer than we are now.

Many of us thought, naively, that owning a business would be our crowning accomplishment — a final destination — when in reality, it was just the beginning.

Somehow, in the transition between "passionate to help others" and "owning my first business," we gradually realized that we don't even know the first thing about business, let alone turning a profit.

We may know a lot about our passion, about *why* we started the business, but that doesn't mean we know anything about succeeding in business. Much to the disappointment of the idealists on the sidelines, succeeding in business means getting prospective customers to trade us money for our services. Our passion for their hard-earned coins. That's the agreement. The only way to facilitate that exchange, to transact, to literally carry out business as a business *is by making the prospect an offer*.

**What's An Offer Anyways?**

The *only* way to conduct business is through a value exchange, a trade of dollars for value. The offer is what initiates this trade. In a nutshell, the offer is the goods and services you agree to give or provide, how you accept payment, and the terms of the agreement. It is what *begins* the process of getting customers and making money. It is the first thing any new customer will interact with in your business. Since the offer is what attracts new customers, it is the lifeblood of your business.

*No offer?* No business. No life.

*Bad offer?* Negative profit. No business. Miserable life.

*Decent offer?* No profit. Stagnating business. Stagnating life.

*Good offer?* Some profit. Okay business. Okay life.

*Grand Slam Offer?* Fantastic profit. Insane business. Freedom.

This book helps entrepreneurs craft those Grand Slam Offers. These are the offers that are so effective, profitable, and life-changing that it seems they can only be the result of luck! That's how it looks to an untrained eye, at least.

As you likely now know, I have crafted thousands of offers over the last decade. Most failed. Some did okay. And some struck gold . . . but I never *really* knew why. As Dr Burgelman, a famous Stanford business school professor said, it is far better to have understood why you failed than to be ignorant of why you succeeded.

But, as the data started rolling in, what seemed like "luck" and "fortune" was closer to a repeatable framework. I have been fortunate enough to have struck gold enough times to document these frameworks and have gotten "lightning to strike twice."

I have put the steps and components of those frameworks in a logical and digestible format so they are actually useful. Today. Like now. I'm giving you action. Instead of a sad-but-typical book of vague business theories and mental masturbation.

**The Two Main Problems Most Entrepreneurs Face and How This Book Solves Them**

Although you *can* make the list of problems you face a mile long, which is a great way to stress yourself out, all these problems typically stem from two big kahunas:

1. Not enough clients
2. Not enough cash (excess profit at the end of the month)

Seems obvious, right? It costs more money and time to get more clients, thereby solving issue one, and that money is coming from the profit margins, which creates problem two! What's more annoying, prospects savagely compare and belittle our services in favor of cheaper and crappier alternatives — with the cheapest one "winning." This, of course, when "winning" means getting to work more for even less (sad face).

Let's say you've slashed prices to get more customers. You may even have a full client load. But here you are, barely making it because profit margins are too thin. "Competition" becomes a race to the bottom.

If you're struggling with one or both of these issues, you're not alone. I've been there.

Heck, I think *every* entrepreneur has these same challenges.

I also want you to know that it's not your fault. Typical models weren't designed for profit maximization. They were designed by companies who have boatloads of funding and can operate at a loss for *years*. When these models are used in the real world, business owners just barely "get by." They essentially "buy themselves a job" and work 100 hours a week to avoid working 40. Crappy trade. My guess is that if you're anything like me, you signed up for something better.

Keep an open-mind. The contents of this book, if executed, can transform your business . . . fast.

It's okay if you're not into money numbers or business models. I've done all that work for you. I'm walking you through the process step-by-step in these pages. I'm going to explain each of the big two problems we touched on above in detail, including why they don't work. Then I'm going to show you the solutions. And to wrap this adventure up, I'll explain how to enhance value to maximize how much you make per customer, so that you can outmarket everyone and stack cash.

We use this offer model for every niche we work with (chiros, dentists, gyms, agencies, plumbers, roofers, dog walkers, physical products, software, brick and mortar stores, and so many more), and it's amazing how fast things can improve with each and every one of them when they use this framework.

**What's In It For You?**

I've made every (dumb) business mistake in the book. Now, you can learn from my embarrassing, brutal, multi-million dollar fuck-ups without having to suffer the pain yourself.

Building these businesses has been a very hard and emotional journey for me. I wouldn't trade these experiences for the world. However, if this book helps just one entrepreneur avoid suffering as I did, keep their business open, or accomplish their dreams, it will all be worth it.

If you are willing to exchange the time it takes to watch two episodes of your favorite tv show and really study this book — and if you *implement* even a single offer component — I can guarantee you will add more clients and more dollars to your bottom line. Reading this book, and taking it to heart, will be the single best return on time for your business. Nothing else will allow you to do what this book can do in the same amount of time. That is a promise.

As a side benefit — implementing a new offer is about one of the easiest things to do in a business. So you really *can* do this. This isn't some management practice or culture building hoodoo. This is the real "how you sell shit for lots of money"-type stuff.

**What's In It For Me?**

I give all these materials (this book, the accompanying course, and all other books and courses which you can find at *acquisition.com*) for free or at cost in order to help as many people as humanly possible make more and serve more. And I have made these with the intention of providing more value than you can get from a $1000 course, any $30,000 coaching program, and hilariously more than a $200,000 college degree. And I do this because, although I could sell these materials in that format, *I just don't want to*. I've made my money *doing* this stuff, not *teaching how to do* this stuff, contrary to most of the marketing community at large. So my model is different (I'll explain more in a second).

That being said, there are two key archetypes I am looking to provide value to with my published materials. For archetype I, entrepreneurs *under* $3,000,000 per year in revenue, my goal is to help you get there and *earn your trust*. Try just a couple of tactics from this book, watch them work, then try a few more, watch them work . . . and so on. The more you see results in your own business, the better.

Once you succeed, you become archetype II, entrepreneurs *at minimum between* $3M - $10M in yearly revenue. Once you get there, or if that's you now, I'd be honored to invest in your business and help you cross $30M, $50M, or $100M+. I don't sell coaching, masterminds, courses, or anything like that. Instead, I have a portfolio of companies I take an equity interest in. I use the infrastructure, resources, and teams of all my companies to fast track their growth.

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

If you're curious, <u>my business model is simple, just like the four-piece pyramid logo:</u>

---

1. Provide value at no cost far in excess of what the rest of the marketplace charges for.
2. Have entrepreneurs use materials that actually work and make money helping more folks
3. Earn the trust of the hyper-executor business owners who use the frameworks to scale their businesses to $3M-$10M per year and beyond
4. Invest in those businesses to make more impact at scale while helping everyone else for free.

If you look carefully, the process reverse-engineers success. I think it's pretty cool. Here's how: I know these business owners can execute the frameworks I have without hand-holding, and therefore, would be very likely to succeed with the next set of frameworks (getting to $30M, $50M, $100M looks different than getting to $3-$10M). They know that my style works for them, because it already has. So we operate on shared trust - I trust they can execute, and they trust that our stuff works - again, because it already has….all while helping everyone else….fo' free. So it allows me to preemptively avoid failures and dramatically increases success likelihood. Let me show you how much….

At the time of this writing, every business I have started since March of 2017 has achieved a $1,500,000/mo run rate. According to the Small Business Administration, the odds of a single business even achieving $10M/year in revenue are .4%, or 1 in 250. Having it happen four times in a row is .4% x .4% x .4% x .4%= very very low probability that it was luck. As such, I can say with conviction that we know how to recreate success using the frameworks I share over and over again. They work because they are timeless business principles.

I actively visualize, every day, how it felt to wake up in the middle of the night in cold sweats, wondering how I'd make payroll. That gut-wrenching "meditation" keeps me hungry as an entrepreneur but also grateful for my security and peace of mind. I want the latter for you and anyone else that gives a damn about what they do.

Fair enough?

Cool. So let's get to it.

**Basic Outline of This Book**

This book is intended to be a resource. As a resource, I mean it will be something you will read through and then keep in your tool box, coming back to it again and again. Why? As Einstein says, "never memorize anything you can look up." Business is not a spectator sport. You're not cramming for some midterm, and you're not some limp-wristed philosopher.

You do work. And to work, you need tools. This, my friend, is one of those tools.

**<u>General Outline</u>**

- **Section I:** How We Got Here (You Just Finished It)
- **Section II:** Pricing: How To Charge Lots of Money For Stuff
- **Section III:** Value: Create Your Offer: How To Make Something So Good People Line Up To Buy

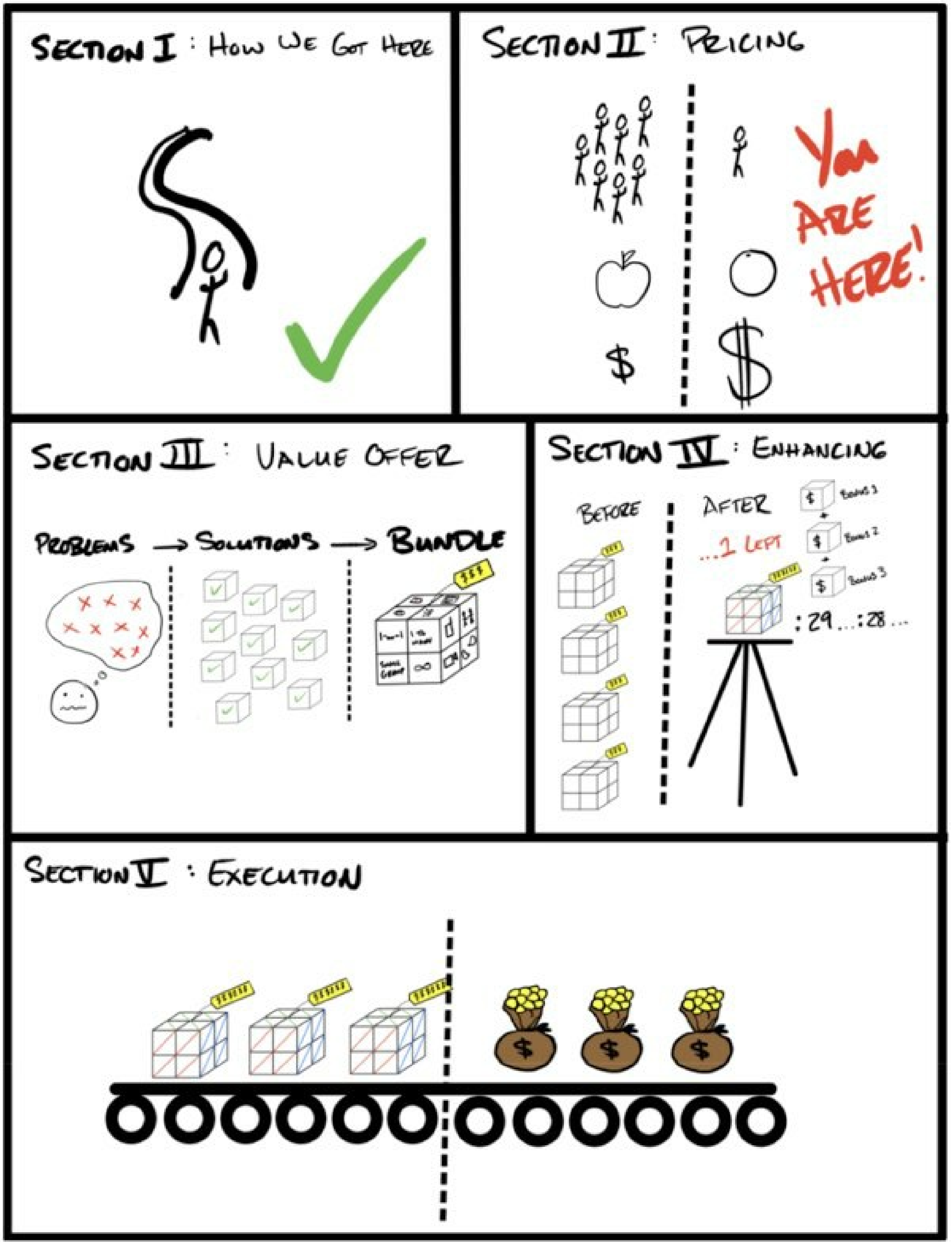
- **Section IV:** Enhancing Your Offer: How To Make Your Offer So Good They Feel Stupid Saying No
- **Section V:** Next Steps: How To Make This Happen In The Real World

---



---

# SECTION II: PRICING


SECTION I : HOW WE GOT HERE
SECTION II : PRICING
YOU ARE HERE!
SECTION III : VALUE OFFER
PROBLEMS → SOLUTIONS → BUNDLE
SECTION IV : ENHANCING
BEFORE
AFTER
...1 LEFT
:29 ... :28 ...
SECTION V : EXECUTION

*"Think different."*

STEVE JOBS


"Grow or Die" is a core tenet at our companies. We believe every person, every company, and every organism is either growing or dying. Maintenance is a myth.

What this means is, if your company isn't growing, it's dying. This is a sobering reality for many of us. I learned the hard way, and my businesses suffered for a long time because of it.

Let me explain. The market is continuously growing. The stock market grows at 9 percent per year. If we aren't growing at 9 percent per year, we are falling behind. "Maintenance," in the most generic sense, would be 9 percent growth year over year.

Furthermore, if you're in a growing marketplace, then you might have to grow at 20-30 percent per year, just to keep up, or risk falling behind. So you can see how maintenance is a myth.

So, then,what does it take to grow? Thankfully, just three simple things:

1. Get more customers
2. Increase their average purchase value
3. Get them to buy more times

That's it.

Sure, there are lots of ways to acquire customers and zillions of ways to increase order value and purchase frequency, but, simply put, that's it. Those are the only three ways to grow.

Example: If I sell 10 clients a month, and a client is worth $1,000 to me over their lifetime (through avg cart value x avg number of purchases), then my business will cap at $10,000/mo (10 x $1,000).

10 New Clients/mo x $1000 Lifetime Value = $10,000/mo max revenue.

If you want to grow, you've got to either sell more clients every month (while maintaining suitable margins) or have them be worth more (by increasing the profit per purchase or number of times they buy). That's it.

**Author Note - Only Two Ways to Grow**

To simplify this concept even more. There are really only two ways to grow: get more customers, and increase each customer's value. "Increasing each customer's value" has two sub-buckets: 1) Increasing profit per purchase 2) Increasing the number of times they buy. For the purpose of this book, I highlight both of those sub-buckets as individual growth paths. I did this because I think it will be easier to understand the money models that will come in Volume III. All three — getting more customers, increasing their average purchase value, and getting them to buy more — are repeated themes in this book. But if you seek simplicity, both increasing average purchase value and increasing the number of times a customer buys results in one outcome: increasing each customer's value.

**Business Terms**

Before going any further, and to better flesh out the concepts that follow, we should take a second to define and better understand some key business concepts. When I stood in that Las Vegas penthouse in my "beast mode" t-shirt I was clueless about such terms. Let me help you be better than, well, me.

**Gross Profit:** The revenue minus the direct cost of servicing an ADDITIONAL customer. If I sell lotion for $10 and it costs me $2, my gross profit is $8 or 80 percent. If I sell agency services for $1,000/mo and it costs me $100/mo in labor to run that client's advertising, then my gross profit is $900 or 90 percent. Note: This is *not* net profit. Net profit is what's left over after *all* expenses are paid, not just the direct costs of fulfillment.

**Lifetime Value:** The gross profit accrued over the entire lifetime of a customer. This is gross profit multiplied by the number of purchases an average customer will make over their lifetime. Using the example above, if the average customer stays five months, and they pay $1,000/mo while it costs me $100 per month to fulfill, then their lifetime value is $4,500.

Here's the breakdown:

Revenue: ($1,000/mo * 90% Gross Margin * 5 months) = $4,500 Lifetime Value (LTV)

Note that the indirect costs, like admin, software, rent, etc., are not included in LTV.

**Note:** You will find different definitions for lifetime value depending on the source. The biggest difference is that some sources only count total revenue, while others focus on gross profit over the lifespan. I focus on gross profit. You may also see me refer to this as **LTGP Lifetime Gross Profit** in other texts for clarity's sake.

**Value-Driven vs. Price-Driven Purchases**

This book was intended to be a textbook for any business that wants to *grow*. I've spent (and continue to spend) hundreds of hours on calls and in-person meetings consulting entrepreneurs on crafting their offers. I have seen the ones that take off into the stratosphere and those that fizzle.

Having a Grand Slam offer makes it almost impossible to lose. But why? What gives it such an impact? In short, having a Grand Slam Offer helps with all *three* of the requirements for growth: getting more customers, getting them to pay more, and getting them to do so more times.

How? It allows you to differentiate yourself from the marketplace. In other words, it allows you to sell your product based on VALUE not on PRICE.

*Commoditized* = Price Driven Purchases (race to the bottom)

*Differentiated* = Value Driven Purchases (sell in a category of one with no comparison. Yes, market matters, which I will expound on in the next chapter)

A commodity, as I define it, is a product available from many places. For that reason, it's prone to purchases based on "price" instead of "value." If all products are "equal," then the cheapest one is the most valuable by default. In other words, if a prospect compares your product to another and thinks "these are pretty much the same, I'll buy the cheaper one," then they commoditized you. How embarrassing! But really . . . it's one of the worst experiences a value-driven entrepreneur can have.

This is a massive problem for the entrepreneur because commodities are valued at the point of market efficiency. This means that the marketplace drives the price down through competition until the margins are *just* enough to keep the lights on: "just enough" to become a slave to their business. The business makes "just enough" to justify the owner waiting anxiously for things to "turn around," and by the time that lie is realized . . . they are in too deep to pivot (at least, until now).

A Grand Slam Offer solves this problem.

**But What Does A Grand Slam Offer Do?**

Alright, let's start by defining a Grand Slam Offer.

It's an offer you present to the marketplace that cannot be compared to any other product or service available, combining an attractive promotion, an unmatchable value proposition, a premium price, and an unbeatable guarantee with a money model (payment terms) that allows you to *get paid* to get new customers . . . forever removing the cash constraint on business growth.

In other words, it allows you to sell in a "category of one," or, to apply another great phrase, to "sell in a vacuum." The resulting purchasing decision for the prospect is now between your product *and nothing*. So you can sell at whatever price you get the prospect to perceive, not in comparison to anything else. As a result, it gets you more customers, at higher ticket prices, for less money. If you like fancy marketing terms, it breaks down like this:

1. Increased Response Rates (think clicks)
2. Increased Conversion (think sales)
3. Premium Prices (think charging a lot of money).

Having a Grand Slam Offer increases your response rates to advertisements (aka more people will click or take an action on an advertisement they see containing a Grand Slam Offer).

If you pay the same amount for eyeballs but 1) more people respond, 2) more of those responses buy, and 3) they buy for higher prices, your business *grows*.

I've "struck gold" on my share of offers. Not because I've got some superpower, but because I've just done this a lot of times (and failed even more). I sorted through the crap that chronically fails and pocketed all the stuff that reproducibly succeeds (and put it in this book) .

Here's the key takeaway from all this: a business does the *same* work in both cases (with a commoditized or a Grand Slam Offer). The fulfillment is the same. But if one business uses a Grand Slam Offer and another uses a "commodity" offer, the Grand Slam Offer makes that business appear as if it has a totally different product — and that means a value-driven, versus price-driven, purchase.

If you have a "commodity" offer, you will compete on price (having a price-driven purchase versus a value-driven purchase). Your Grand Slam Offer, however, forces a prospect to stop and *think differently* to assess the value of your differentiated product. Doing this establishes you as your own category, which means it's too difficult to compare prices, which means *you* re-calibrate the prospect's value-meter.

**Real Life Grand Slam Offer Money Math: Before and After**

Quick backstory . . . one of our companies is a software that advertising agencies use to work leads for their customers. Using this software, agencies transform their offer from a commoditized offer of lead generation services to a Grand Slam Offer of "pay for performance." Let me show you the multiplicative effect it has on the revenue of the business.

**While rounded for illustration's sake, these values are based on the real numbers a lead generation agency selling services to brick and mortar businesses experience**

**Old Commoditized Way (Price-Driven) — Race to the bottom**

**Commoditized Offer:** $1,000 down, then $1,000/mo retainer for agency services

| Metric | Commodity | Grand Slam | Explanation |
|---|---|---|---|
| Advertising Spend | $10,000 | | Dollars Spent on advertising |
| Impressions Reached | 300,000 | | Eyeballs reached from advertising |
| Response Rate | 0.00013 | | Percentage of people who book call (CTR x Optin %) |
| Appts Booked | 40 | | # of Appointments Booked as a result |
| Show Rate | 75% | | Percentage of people who book call |
| Appts Showed | 30 | | # of people who show up for their appt |
| Closing % | 16% | | % of people who purchase |
| Appts Closed | 5 | | # of people who purchase |
| Price | $1,000 | | The amount that people put down to begin service |
| Total | $5,000 | | Total amount of up front cash collected |
| ROAS | .5 : 1 | | Return on Advertising Spend (ROAS) |

**Breakdown:** At .5 to 1 return on advertising spend, you lose money getting customers. But in 30 days, those 5 customers will pay another $1,000 each, bringing you to $10,000 in total and break even. The next month, the $5,000 that comes in would be your first profitable month, and each month thereafter would be profitable (assuming they all stay).

This is an example of a commoditized service — normal agency work. There's a million of them, and they all look the same. Commoditized businesses and offers have a harder time getting responses from ads because all their marketing looks the same as everyone else's.

---

**Note:** It all looks the same because they are all making the same offer.

*You pay us to work.*

*We do work.*

*Maybe you get results from that work. Maybe you don't.*

---

It's reasonable, but it's easily duplicated (and subject to commoditization). *This commoditization creates a price-driven purchase . . .*

You are forced to be priced "competitively" to get clients *and* to stay that way to keep them. If the client sees a cheaper version of the "same thing," then the value discrepancy will cause them to swap providers. This is a dilemma . . . lose this client, the rest of your clients, and potential clients, or stay "competitive." Your margins become so thin they *vanish*.

Furthermore, it's hard to get prospects to say yes (and *keep* them saying yes) unless you're hypervigilant about clients commoditizing your business by staying "competitive." And that's the problem with the old commoditized way. They're able to compare. Unless you switch to a Grand Slam Offer, your prices will keep getting beaten down. The business eventually dies, or the entrepreneur throws in the towel. No bueno.

We want to make an offer that's so different that you can skip the awkward explanation of why your product is different from everyone elses (which, if they have to ask, then they are probably too ignorant to understand the explanation) and instead just have the offer do that work for you. That's the Grand Slam Offer way.

Let's dive in to see the contrast in sales numbers.

**New Grand Slam Offer Way (Differentiated, Incomparable) (Value-Driven)**

**Grand Slam Offer:** Pay one time. (No recurring fee. No retainer.) Just cover ad spend. I'll generate leads and work your leads for you. And only pay me if people show up. And I'll guarantee you get 20 people in your first month, or you get your next month free. I'll also provide all the best practices from the other businesses like yours.

- Daily sales coaching for your staff
- Tested scripts
- Tested price points and offers to swipe and deploy
- Sales recordings

. . . and everything else you need to sell and fulfill your customers. I'll give you the entire play book for (insert industry), absolutely free just for becoming a client.

In a nutshell, I'm feeding people into your business, showing you, exactly, how to sell them so that you can get the highest prices, which means that you make the most money possible . . . sound fair enough?

It's clear these are drastically different offers . . . but so what? Where's the *money*!? Let's compare both in the below chart.

| Metric | Commodity | Grand Slam | Difference |
| --- | --- | --- | --- |
| Advertising Spend | $10,000 | $10,000 | Unchanged |
| Impressions Reached | 300,000 | 300,000 | Unchanged |
| Response Rate | 0.00013 | 0.00033 | **2.5x Response (more appealing, so more respond)** |
| Appts Booked | 40 | 100 | Result |
| Show Rate | 75% | 75% | Unchanged |
| Appts Showed | 30 | 75 | Result |
| Closing % | 16% | 37% | **2.3x Closing (more value, so more buy)** |
| Appts Closed | 5 | 28 | Result |
| Price | $1,000 | $3,997 | **4x Price (one time fee vs recurring)** |
| Total | $5,000 | $112,000 | **22.4x Cash Up Front Collected** |
| ROAS | .5 : 1 | 11.2 : 1 | **Get paid to get customers.** |

**Breakdown:** You spend the same amount of money for the same eyeballs. Then, you get 2.5x more people to respond to your advertisement because it's a more compelling offer. From there, you close 2.5x as many people because the offer is so much more compelling. From there, you are able to charge a 4x higher price up front. The end result is 2.5 x 2.5 x 4 = 22.4x more cash collected up front. Yes, you spent $10,000 to make $112,000. You just *made money* getting new customers.

**Comparison:** Remember the old way, the way you lost half the ad spend up front? With the new way, you are making *more* money *and* getting *more* customers. This means that your cost to acquire a customer is so cheap (relative to how much you make) that your limiting factor becomes your ability to do the work you already love doing. Cash flow and acquiring customers is no longer your bottleneck because it's 22.4x more profitable than the old model. Yup. You read that right. This is the part in the action movie where you walk away from an explosion in slow motion.

This is the exact Grand Slam Offer we used with our software business that serves agencies. The numbers can become wild . . . fast. I know 22.4x better sounds unreasonable, but that's the point. If you play the same game everyone else does, you'll get the same results everyone else does (mediocre). You hit singles and doubles, keep the lights on, but never get ahead. But remember the opening passage of this book: that when you align all the pieces, you can knock it out of the park so well that you win *for good*. In my first 18 months in business, we went from $500k/year to $28,000,000/yr off of less than $1M in ad spend. So, when I say 20:1 . . . 50:1 . . . 100:1 returns, I mean it. When you get this right, the results are, well . . . unbelievable.

**Summary Points**

This chapter illustrated the basic problem with commoditization and how Grand Slam Offers solve that. This gets you out of the pricing war and into a category of one. The next chapter will focus on finding the correct market to apply our pricing strategies to. It's one of the most important things to get right. A grand slam offer given to the wrong audience will fall on deaf ears. We want to avoid that at all costs. We must detour from pricing for a moment to learn what to look for in a market. It's an essential box to check before continuing on our journey.

---

**FREE GIFT #1 BONUS TUTORIAL: "START HERE"**

If you want a deeper dive, go to Acquisition.com/training/offers and watch the first video in the free course (starring yours truly) about how I differentiate offers in businesses I consult with and get them to charging premium prices. I also created some Free SOPs/Cheat Codes for you to use so you can implement faster. It's absolutely free. Enjoy.

---

*"The seed that fell on good soil represents those who truly hear and understand God's word and produce a harvest of thirty, sixty, or even a hundred times as much as had been planted!"*

MATTHEW 13:23 (NLT)


A marketing professor asked his students, "If you were going to open a hotdog stand, and you could only have *one* advantage over your competitors . . . which would it be . . . ?"

*"Location! ….Quality! …. Low prices! ….Best taste!"*

The students kept going until eventually they had run out of answers. They looked at each other waiting for the professor to speak. The room finally fell quiet.

The professor smiled and replied, "*A starving crowd.*"

You could have the worst hot dogs, terrible prices, and be in a terrible location, but if you're the only hot dog stand in town and the local college football game breaks out, you're going to sell out. That's the value of a starving crowd.

At the end of the day, if there is a ton of demand for a solution, you can be mediocre at business, have a terrible offer, and have no ability to persuade people, and you can *still* make money.

An example of this was the toilet paper shortage at the beginning of Covid-19. There was no offer. The pricing was atrocious. And there was no compelling sales pitch. But because the crowd was so big and so starving, rolls of toilet paper were going for $100 or more. That's the value of a starving crowd.

**Selling Newspapers**

A good friend of mine, Lloyd, owned a software business that served newspapers for almost a decade. They set up digital ad services on newspaper websites with a few clicks and instantly helped them sell a whole new ad product. He only charged them a percentage of the revenue he added. So if they made nothing, neither did he. It was pure gain for the papers and a great offer.

But, despite having a great offer and natural sales ability, his business began to decline. Being a high-achieving entrepreneur, he tried all the different angles to solve the problem — *but nothing worked*. He couldn't figure out what the issue was. It was hard for me to see him struggle with this because I think Lloyd is much smarter than I am, and the answer seemed obvious to me. But watching him go through this has been a lesson I have taken with me for life. Before I reveal it, what do you think the problem was? Product? Offer? Marketing and sales? His team?

Let's break it down. It wasn't his product — that was great. It wasn't his offer — he had a zero risk revshare model. It wasn't his sales skills — he was a natural salesman. So, then what was the problem? *He was selling to newspapers!* His market was shrinking by 25 percent *every year*! He had looked at all the angles, except for the most obvious one. Finally, after years of fighting an uphill battle in his market, he realized his market was the source of his problems and decided to downsize his company.

Don't worry — this story has a second half. To illustrate the power of a market, as soon as COVID hit, Lloyd pivoted. He started an automated mask manufacturing company. With new technology, he brought the cost per mask below what people could buy them for from China. Within five months he was doing *millions per month*. Same entrepreneur. Different market. He applied his *same* skill set to a business *he had zero experience in* and was able to win. That's the power of picking the right market.

I give you that story as a cautionary tale. *Your market matters.* Lloyd is a *very* smart human. He is obviously very capable. But we can all be blinded as entrepreneurs because we don't like to give up. We are so accustomed to solving impossible problems that we will keep ramming our heads into the wall. We hate quitting. But the reality is that everyone is affected by their market.

So how do you pick the right market?

**What To Look For**

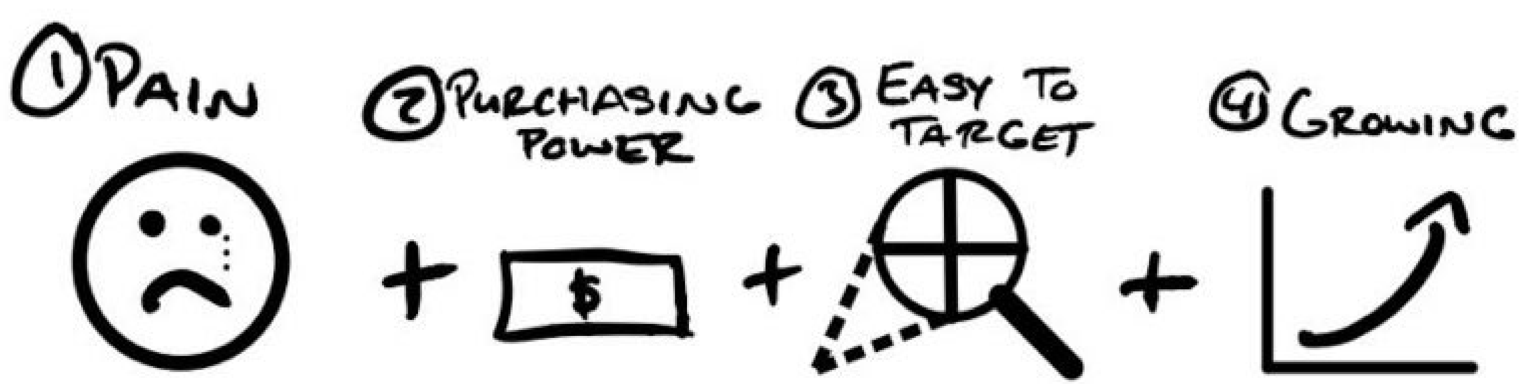
There is a market in desperate need of your abilities. You need to find it. And when you do, you will capitalize, all while wondering what took you so long. Don't be romantic about your audience. Serve the people who can pay you what you're worth. And remember that picking a market, like anything, is always our choice, so choose wisely.

In order to sell anything, you need demand. We are not trying to *create* demand. We are trying to *channel* it. That is a very important distinction. If you don't have a market for your offer, nothing that follows will work. This entire book sits atop the assumption that you have at least a "normal" market, which I define as a market that is growing at the same rate as the marketplace and that has common unmet needs that fall into one of three categories: improved health, increased wealth, or improved relationships. For example Lloyd, from the above newspaper story, could have gone through this entire book and nothing in here would have worked for him. Why? Because he would be targeting newspapers, a dying market.

That being said, having a great market is an advantage. <u>But you can be in a normal market that's growing at an average rate and still make crazy money</u>. Every market I have been in has been a normal market. You just don't *actually* want to be selling ice to eskimos.

Here are the basic tenets of what I look for in markets. Let's run through them before we return to the offer.

When picking markets, I look for four indicators:




**1) Massive Pain**

They must not want, but desperately need, what I am offering. Pain can be anything that frustrates people about their lives. Being broke is painful. A bad marriage is painful. Waiting in line at the grocery stores is painful. Back pain . . . ugly smile pain . . . overweight pain . . . Humans suffer a lot. So for us entrepreneurs, endless opportunity abounds.

The degree of the pain will be proportional to the price you will be able to charge (more on this in the Value Equation chapter). When they hear the solution to their pain, and inversely, what their life would look like *without* this pain, they should be drawn to your solution.

I have a saying I use to train sales teams *"The pain is the pitch."* If you can articulate the pain a prospect is feeling accurately, they will almost always buy what you are offering. A prospect must have a painful problem for us to solve and charge money for our solution.

---

**Pro Tip**

The point of good writing is for the reader to *understand*.

The point of good persuasion is for the prospect to feel *understood.*

---

**2) Purchasing Power**

A friend of mine had a very good system for helping people improve their resumes to get more job interviews. He was great at it. But try as he did, he just could not get people to pay for his services. Why? Because they were all unemployed!

This, again, may seem obvious. But he thought, *"These people are easy to target. They're in massive pain. There are plenty of them, and it's constantly adding new people. This is a great market!"*

He just forgot a crucial point: your audience needs to be able to afford the service you're charging them for. Make sure your targets have the money, or access to the amount of money, needed to buy your services at the prices you require to make it worth your time.

**3) Easy to Target**

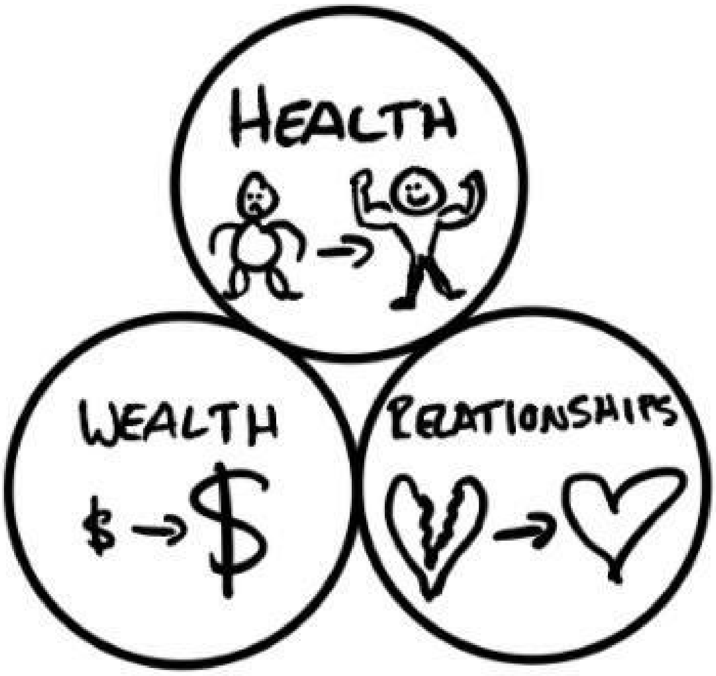
Let's say you have a perfect market, but no way of finding the people who comprise it. Well, making a Grand Slam Offer will be difficult. I make my life easier by looking for easy-to-target markets. Examples of this are avatars that have associations they belong to, mailing lists, social media groups, channels they all watch, etc. If our potential customers are all gathered together somewhere, then we can market to them. If searching them out, however, is like finding needles in a haystack, then it can be very difficult to get your offer in front of any potentially interested eyes.

This point is tactical. It is reality, not theoretical. For instance, you may *want* to serve rich doctors. But if your ads are being displayed to nursing students, your offer will fall on deaf ears, no matter how good it is. Main point: you want to make sure you can target your ideal audience easily. *(Clarifying point - there is no issue wanting to serve rich doctors, they are easy to find. This is just illustrative that your promotions must be served to the right audience).*

**4) Growing**

Growing markets are like a tailwind. They make everything move forward faster. Declining markers are like headwinds. They make all efforts harder. This was Lloyd's example. Newspapers had three of the four makings of a great market: (1) lots of pain, (2) purchasing power, (3) easy to target. But they were shrinking (fast). No matter how hard he tried, the entire marketplace was fighting against him. Business is hard enough, and markets move quickly. So you might as well find a good market to give you a tailwind to make the process easier.

**Making This Real**




There are three main markets that will always exist: Health, Wealth, and Relationships. The reason that those will always exist is that there is always tremendous pain when you lack them. There is always demand for solutions to these core human pains. The goal is to find a smaller subgroup within one of those larger buckets that is growing, has the buying power, and is easy to target (the other three variables).

So if I were a relationship expert trying to find my avatar, I'd rather focus on "second half of life relationship" coaching for old timers than helping college students in relationships. Why? Because senior citizens who are alone are likely suffering more pain as they are nearer their deaths (pain), have more buying power (money), and are easy to find (targeting). Lastly, at the time of this writing, there are more people turning 65 each year than turning 20 (growing).

That is the idea. Think about what you are good at in regards to health, wealth, and relationships. Then think about who might value your service the most (is in the most pain), has the buying power to pay what *you* want (money), and can be found easily (targeting). As long as those three criteria are strong *and* the market isn't shrinking, you'll be in good shape.

But how important to your success is finding a "great market" versus a "normal market" versus a "bad market?" The answer: it actually depends. Let me explain.

**Order of Importance: Three Levers on Success**

It's unlikely you are going to be in a dying market like the newspaper example. It's also unlikely you're going to be selling toilet paper in COVID (buying frenzy). You'll likely be in a "normal" market. And that's totally okay. There is a fortune to be made within normal markets. My single point here is that you can't be in a "bad" market, or nothing will work. That being said, here's the simplest illustration of the order of importance between markets, offers, and persuasion skills:

**Starving Crowd (market) > Offer Strength > Persuasion Skills**

Let's say you were to rate these elements on a scale of great, normal, and bad. You could essentially move down the line from left to right in order of importance. A "great" rating on a higher-order piece overpowers anything else lower on the priority scale. A "normal" rating moves the buck to the next part of the equation. A "bad" stops the equation *unless* a "great" from a higher priority component nullifies it. Here are a few examples:

<u>Example #1:</u> Even if you have a bad offer and are bad at persuasion, you're going to make money if you're in a great market. If you're on the corner hocking hot dogs when the bars close up at 2am, with mobs of starving drunk folks, you're gonna sell out your hotdogs.

<u>Example #2 (most of us):</u> If you are in a normal market and have a Grand Slam Offer (great), you can make tons of money

even if you're bad at persuasion. This is most people reading this book. That's why I wrote it — to help you maximize your success by learning to really build a Grand Slam Offer.

Example #3: Let's say you're in a normal market and have a normal offer. In order to be massively successful, you would *have* to be *exceptionally* good at persuasion. Then and only then will you succeed, with your persuasive skills serving as the fulcrum of your success. Heck, many empires have been built by exceptional persuaders. It's just the hardest path to follow and requires the most effort and learning. Nailing your offer helps you shortcut this path to success. Otherwise, you will just have a normal business that takes exceptional skill to be successful (nothing wrong with that, but probably not what you signed up for).

**Commit to the Niche**

I have a saying when coaching entrepreneurs on picking their target market *"Don't make me niche slap you."*

Too often, a newer entrepreneur half-heartedly tries *one* offer in *one* market, doesn't make a million dollars, then mistakenly thinks "this is a bad market." Most times that's not actually the case. They just haven't found a Grand Slam Offer yet to apply to that market.

They think, *I'll switch from helping dentists to helping chiropractors — that's it!* When, in reality, both of those are normal markets and represent billions of dollars in revenue. Either would work, j*ust not both*. You must pick *one*. No one can serve two masters.

I have coined the term "niche slap" to remind entrepreneurs in my communities to commit once they pick. All businesses and, all markets, have unpleasant characteristics. The grass is never greener once you get to the other side. If you keep hopping from niche to niche, hoping that the market will solve your problems, you deserve to be *niche slapped.*

You must stick with whatever you pick long enough to have trial and error. You will fail. In fact, you will fail until you succeed. But you will fail far longer if you keep changing who you market to, because you must start over from the beginning each time. So, pick then commit.

**Riches Are In The Niches**

The other reason to commit to the niche is because of how much more you will make.

Simply put, niching down will make you far more money.

---

**Author Note - When To Broaden (Advice For Most People)**

For most, if you are under $10M per year, niching down will make you more money. After that, it will depend on how narrow the niche is, or, what is called TAM (total addressable market). A business can really only grow to meet the total addressable market. That being said, for most people, getting to $10M per year is already a top .4% achievement (only 1 in 250 businesses achieve this). So for 99.6 percent of readers below $10M per year, it's almost always easier to serve *fewer* clients *more narrowly*. But if you want to go beyond that, you *may* (depending on the size of your TAM) have to broaden your audience by going up market, down market, or into an adjacent market where your existing services can provide value.

For context, many companies expanded to $30M+ per year serving a single niche: Chiropractors, Gyms, Plumbers, Solar, Roofers, Salon Owners, etc. If you are at $1M or $3M, thinking you have capped and must expand, you are wrong. You just need to be better.

---

When I truly grasped how much more *profit* I was leaving on the table, it changed my life. It was what took me from doing acquisition for *anyone* to teaching it to a specific avatar. In my instance, I decided on a microgym owner with ~100 members, a signed lease, at least one employee, and wanted to help clients lose weight. That's pretty specific compared to "small business owners" or "anyone who will pay me" which is common. And I was very specific. In that business (Gym Launch) - we turned down - and still do - anyone who is not that avatar. That means no personal trainers, no online coaches, etc.

Could I have helped them? Of course I could have. I mean heck, the majority of our portfolio is comprised of non-gym companies. But in order to maintain product focus, and high converting messaging, knowing *exactly* who the product was for was a game changer.

It helped us know *exactly* who we were speaking to at all times. And *exactly* whose problems we were solving.

But simplicity and ease may not be enough to sway you, so let me illustrate why honing in on one niche will make you more money.

**Reason**: you can literally charge 100x more for the *exact* same product. Dan Kennedy was the first person to illustrate this for me, and I will do my best to pass on the torch to you in these pages.

**Niching Product Pricing Example:**

**Example**

| Product | Price |
|---|---|
| Time Management | $19 |
| Time Management For Sales Professionals | $99 |
| Time Management For Outbound B2B Sales | $499 |
| Time Management For Outbound B2B Power Tools & Gardening Sales Reps | $1997 |

Dan Kennedy taught me this (and it changed my life forever). Let's say you sold a generic course on Time Management. Unless you were some massive time management guru with a compelling or unique story, it would be unlikely it would turn into anything significant. What do you think "yet another" time management course is valued at? $19, $29? Sure. Nothing to write home about. Let's just say $19 for illustration sake.

***Now we shall unleash the power of niche pricing in various stages on your product***

So let's imagine you make the product more specific, keeping the same principles, and call it "Time Management For Sales Professionals." All of a sudden, this course is for a more specific type of person. We could tie their increase to even one more sale or one more deal and it would be worth more. But there are a lot of sales people. So this might be a $99 product. Neat, but we can do better.

So let's go down another level of niching and call our product…. "Time Management for B2B Outbound Sales Reps." Following the same principles of specificity, now we know our sales people probably have very experienced deals and commissions. A single sale would easily net this salesman $500 (or more), so it would be easy to justify a $499 price tag. This is already a 25x increase in price for almost an identical product. I could stop here, but I'm going to go one step further.

Let's just niche down one last level…. "Time Management for B2B Outbound Power Tools & Gardening Sales Reps." Boom.

Think about it for a second, if you were a power tools outbound sales rep, you would think to yourself "This is made exactly for me" and would *happily* fork over maybe $1000 to $2000 for a time management program that could help you achieve your goal.

The actual pieces of the program may be the same as the generic $19 course, but since they have been applied, and the sales messaging could speak so much to this avatar, they will find it more compelling *and* get more value from it in a real way. This concept applies to anything you decide to do. You want to be 'the guy' who services 'this type of person' or solves 'this type of problem.' And even more niched 'I solve this type of problem for this specific type of person in this unique counter-intuitive way that reverses their deepest fear."

That's why a fitness program for generic weight loss might be priced at only $19 while a fitness program designed and marketed only to shift-nurses might be priced at $1997….(even though the core of the program is likely similar - eat less, move more).

End Result: The market matters. Your niche matters. And if you can sell the same product for 100x the price, should you?

I’ll let you decide.

**Summary Points**

The purpose of this chapter is to reinforce two things. First, don't pick a *bad* market. Normal markets are fine. Great markets are great. Second, once you pick, commit to it until you figure it out.

If you try *one hundred offers*, *I promise* you will succeed. Most people never try anything. Others fail once, then give up. It takes resilience to succeed. Stop personalizing! It’s not about you! If your offer doesn’t work, it doesn’t mean you suck. It means your offer sucks. Big difference. You only suck if you stop trying. So, try again. You’ll never become world class if you stop after a failed attempt.

If you find a crazy good market, ride it, and ride it hard. And if you pair a Grand Slam Offer with a crazy market, you’ll likely never need to work again (seriously). So have this skill set — the ability to accurately assess markets by taking into account pain, money, targeting, and growth — in your back pocket so that when lightning strikes, you can make sure it strikes twice.

Having established how to nail a market, let’s get back to pricing. The first step to making crazy money is charging premium prices.

---

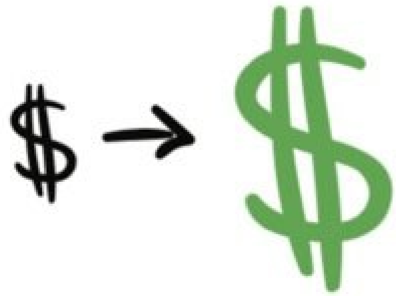
**FREE GIFT #2 BONUS TUTORIAL: WINNING MARKETS**

If you want to know more about how I pick markets, and find niches that are profitable, go to Acquisition.com/training/offers course then watch “Winning Markets” for a short video tutorial. I’ve also included a Free Checklist to see how your market or niche measures up. It’s absolutely free, enjoy.

---

*"Charge as high a price as you can say out loud without cracking a smile."*

DAN KENNEDY



A picture of Gym Lords Summit 2019 for our highest level gym owners all sporting my trendy mustache.

***January 2019.***

All I could see was black. My eyes felt glued shut. I was awake, but the fatigue in my temples felt like a five-pound weight was duct-taped to my skull, dragging my eyelids back down. I had to concentrate forcibly to open them.

The details of the dimly lit room beamed in. I rolled over to the edge of the hotel room bed, feeling each and every muscle in my body as my weight shifted. Hunched on my side, I could see my clothes scattered on the floor. I was so beat the night before that I didn't even remember taking them off.

I had just finished a five-day gauntlet of keynote after keynote presentation. Two days of presentations for our highest-level clients immediately followed by spending two days planning with our entire company (135+ employees).

I had missed a FaceTime call from my father the day before. I didn't have anything on my agenda for the morning. So I creakily got up, slid into a hoodie and some sweats, and walked into the hotel hallway to call him back. After the initial pleasantries, he immediately dove into why he was calling — parental concern.

"I saw the picture you posted of all your clients . . . " he said, but in an unusually concerned tone. "I thought the event was for all your highest-paying clients? I didn't know it was a big event. It looked like you had a thousand people there!"

Alone in the hallway and struggling to shake the heavy weight of exhaustion still, I tried to gauge where his concern was coming from and what he was getting at. I had explained this all to him already. "It was only for our highest-level clients, that wasn't all our clients," I said. "Just the ones who pay $42,000 a year . . . our Gym Lords, like I told you."

"Every single person in that picture paid you $42,000?" He sounded almost frightened at the idea.

"Yeah, wild right?" My voice was hoarse from days of speaking and thousands of twenty-second conversations.

"Is it legal what you're doing?" he asked. *Wow. That escalated quickly, I thought to myself.* "Do they know they're paying you that much?"

"Yes, it's legal. And of course they know. It's not like magically siphoning money." "That's a lot of money. I hope what you're giving them is worth it."

I contemplated whether it was worth the effort to dive into this or just ignore it. But knowing this was going to be "a thing," I took a deep breath and began to explain. "If I made you $239,000 extra this year, would you pay me $42,000?" I asked, using "$239,000" because it was the average increase in topline revenue of a gym using our systems for 11 months.

"For sure," he said, "I mean if I knew I was going to make that back. But what would I have to do?"

"About 15 hours a week of work"

"And how long would it take me to make the $239,000?"

"Eleven months"

"And how much of the $42,000 would I have to pay you up front?"

"Nothing. Just pay me as you start making the money using the system"

I watched it click. My dad got it. "Oh," he said, "well then, yeah, I would do it."

"And that's why they do it, too."

---

Making shit loads of money breaks people's minds. It literally stretches their minds so far past what they believe is possible they assume you are doing something wrong or illegal. They literally "can't even."

Why? Because they think to themselves . . . *they can't be that much smarter than me or work that much harder than me, so how is it possible for them to make 1,000 times more than me? Enough money that it would take me literally ten lifetimes to make what they make in a year.*

In the three years leading up to me writing this book, I took home over $1,200,000/mo in profit. Every. Single. Month. That's more than the compensation for the CEOs of Ford, McDonalds, Motorola, & Yahoo . . . combined . . . every year . . . as a kid in his twenties.

It angers those who believe life isn't fair. It confuses others who cannot comprehend and believe there must have been a mistake. And it inspires a select few, who are bound for greatness.

I hope that you are in the last category, because that is who I am writing this for.

You *can* do this.

You just need to learn *how*.

And I'm gonna show you.

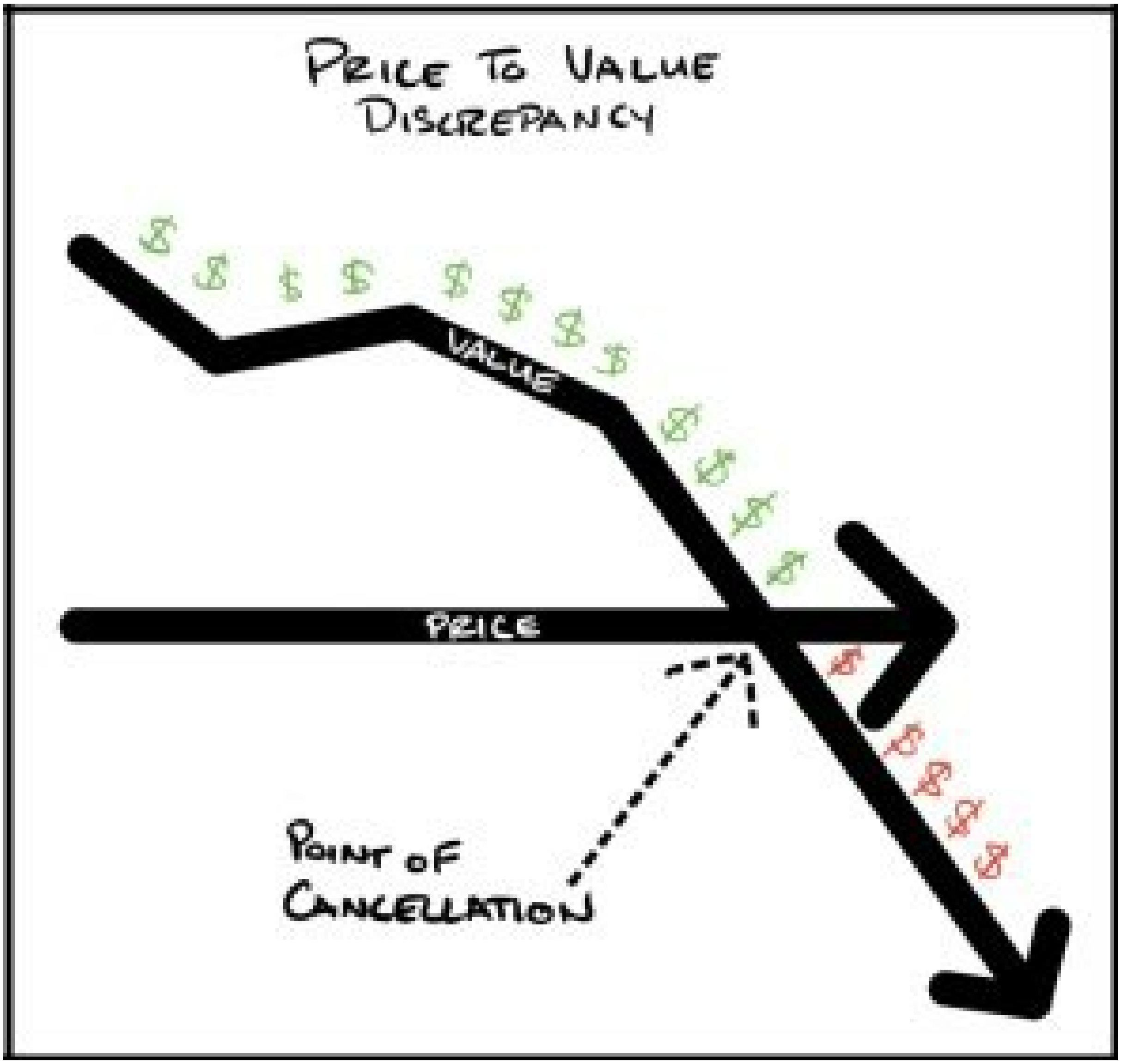
**Price to Value Discrepancy**

*"I hope what you're giving them is worth it."*

Those words would probably sting for most, but when my dad said them to me, I just knew he didn't understand the *value* we were providing. What I want to show you is how to create and communicate value, aka the "worth-it-ness" of an offer.

In order to understand how to make a compelling offer, you must understand *value*. The reason people buy *anything* is to get a *deal*. They believe what they are getting (VALUE) is worth *more* than what they are giving in exchange for it (PRICE). The moment the value they receive dips below what they are paying, they stop buying from you. This price to value discrepancy is what you need to avoid at all costs.

After all, as Warren Buffet said, "Price is what you pay. Value is what you get."




The simplest way to increase the gap between price to value is by lowering the price. It's also, most of the time, the wrong decision for the business.

Getting people to buy is NOT the objective of a business. Making money is. And lowering price is a one-way road to destruction for most — you can only go down to $0, but you can go infinitely high in the other direction. So, unless you have a revolutionary way of decreasing your costs to 1/10th compared to your competition, don't compete on price.

As Dan Kennedy said, "There is no strategic benefit to being the second cheapest in the marketplace, but there is for being the most expensive."

So the goal of our Grand Slam Offer will be to get more people to say yes *at a higher price* by increasing our value to price discrepancy. In other words, we will raise our price only *after* we have sufficiently increased our value. This way, they still get a great deal (think buying $100,000 of value for $10,000). It's 'money at a discount.'

---

**FREE GIFT #3: BONUS TUTORIAL & FREE DOWNLOADS: Charge What It's Worth**

If you want to know how I create value discrepancies for B2B or B2C products, go to **Acquisition.com/training/offers** course then watch **"Charge What It's Worth"** for a short video tutorial. My goal is to gain your trust and deliver value in advance. As such, it's absolutely free. Enjoy.

---

### Why You Should Charge So Much It Hurts

Most business owners are *not* competing on price or value. In fact, they're not actually competing on anything at all. Their pricing process typically goes something like this:

1. Look at marketplace
2. See what everyone else offers
3. Take the average
4. Go slightly below to remain “competitive”
5. Provide what their competitors offers with a “little more”
6. End up at a value proposition of “more for less”

And the big secret: those competitors they are copying are dead broke. *So why on earth copy them?*

Pricing where the market is means you’re pricing for market *efficiency*. Over time, in an efficient marketplace, more competitors enter offering “a little more for a little less,” until eventually no one can provide any more for any less. At this point, a market reaches perfect efficiency, and the business owners participating make *just enough* at the end of the month to keep going. The bottom 10-20 percent of operators get washed out or lose the will to fight. Then fresh business owners enter with no idea and repeat the process of their forefathers. And around and around they go.

In plain words, pricing this way means you are providing a service at just above what it costs for you to stay above water. We are *not* trying to stay barely above water. We are trying to make egregious amounts of money that will have your relatives asking if what you are doing is legal. Again, we are not trying to get the most customers. We are trying to make the most money.

That being said, since there is no strategic benefit to being the second-lowest priced player in your marketplace. Allow me to give you a brief overview of why I see premium pricing as not only a very smart business decision, but a moral one. Furthermore, it’s the only choice that will allow you to truly provide the most value, a unique and strong position in the marketplace. Let me introduce you to the virtuous cycle of price.

**Virtuous Cycle of Price**

3K

## VIRTUOUS VS. VICIOUS CYCLE OF PRICE $

| ⇓ PRICE | YOUR CLIENTS | PRICE ⇑ |
|---|---|---|
| DECREASE | EMOTIONAL INVESTMENT | INCREASE |
| DECREASE | PERCEIVED VALUE | INCREASE |
| DECREASE | RESULTS | INCREASE |
| INCREASE | DEMANDINGENESS | DECREASE |
| DECREASE | REVENUE FOR FULFILLMENT PER CUSTOMER | INCREASE |

| ⇓ PRICE | YOUR BUSINESS | PRICE ⇑ |
|---|---|---|
| DECREASE | PROFIT | INCREASE |
| DECREASE | PERCEIVED VALUE OF SELF | INCREASE |
| DECREASE | PERCEPTION OF IMPACT (RESULTS) | INCREASE |
| DECREASE | SERVICE LEVELS | INCREASE |
| DECREASE | SALES TEAM CONVICTION | INCREASE |

I have used this framework in most of the materials I release because it needs to be consistently reinforced. The forces of the marketplace will grate on your belief system. You must stay strong and ignore them! Here's the basic premise of why you *need* to charge a premium if you want to best serve your customers.

When you decrease your price, you . . .

. . . Decrease your clients' emotional investment since it didn't cost them much

. . . Decrease your clients' perceived value of your service since it can't be that good if it's so cheap, or priced the same as everyone else

. . . Decrease your clients results because they do not value your service and are not invested

. . . Attract the worst clients who are *never* satisfied until your service is *free*

. . . Destroy any margin you have left to be able to actually provide an exceptional experience, hire the best people, invest in your people, pamper your clients, invest in growth, invest in more locations or more scale, and everything else that you had hoped in the goal of helping more people solve whatever problem it is that you solve.

In essence, your world sucks. And to make matters worse, your service probably sucks because you are squeezing blood from the proverbial stone. There's just not enough money left over to make something exceptional. As a result, you fall in line with the armies of average businesses that race to the bottom. I've lived that life. It's terrible. If you love your customers and your employees, please stop short-changing them when there is a better way.

Here's the reverse. This is what happens when you raise your prices.

When you raise your prices, you . . .

. . . *Increase* your clients' emotional investment

. . . *Increase* your clients' perceived value of your service

. . . *Increase* your clients' results because they value your service and are invested

. . . Attract the *best* clients who are *the easiest* to satisfy and actually cost *less* to fulfill, and who are the most likely to actually receive and perceive the most relative value

. . . *Multiply* your margin because you have money to *invest* in systems to create efficiency; smart people; improved customer experience; scale your business; and, most importantly of all, to keep watching the number in your personal bank account go up, month after month, even with reinvesting in your business. This allows you to ultimately enjoy the process for the long haul and help more people as you grow, rather than burning out and shriveling into obscurity.

To swing the argument even further in favor of higher prices, here are a few interesting concepts. When you raise your price, you increase the value the consumer receives without changing anything else about your product. Wait, what? Yes.

**Higher Price Means Higher Value (Literally)**

In a blind taste test, researchers asked consumers to rate three wines: a low-priced wine, a medium-priced wine and an expensive wine. Throughout the study, the participants rated the wines with the prices visible. They rated them, unsurprisingly, in order of their price, with the most expensive being the "best," the second most expensive being "second best," and the third, cheapest option, being rated as "cheap wine."

What the tasters didn't know is that the researchers gave them the exact same wine all three times. Yet, the tasters reported a wide discrepancy between the "high priced" wine and the "cheap" wine. This has deep implications for the direct relationship between value and price.

In essence, raising your prices can directly enhance the value you provide. What's more, the higher the price, the more allure your product or service has. People *want* to buy expensive things. They just need a reason. And the goal isn't just to be slightly above the market price — <u>the goal is to be so much higher that a consumer thinks to themselves, "This is so much more expensive, there must be something entirely different going on here."</u>

That is how you create a category of one. In this new perceived marketplace, you are a monopoly and can make monopoly profits. That is the point.

One final point I want to drive home: if you offer a service where a customer must do something in order to achieve the result, or solve the problem you say you solve, they must be invested. The more invested they are, the more likely they are to achieve the positive result. Therefore, it follows that if you care about your customers, you should get them as invested as humanly possible. Ideally, this means pricing your services or product in such a way that it *stings* a little when they buy. That sting will force and focus their attention and their investment in your product or service. Those who pay the most, pay the most attention. And if your customers are more adherent and follow through, and if they achieve better results with your service than your competition, then you are in a very real way providing more value than anyone else. This is how you win.

But I know this isn't easy, and it shouldn't be. Your product must *deliver*. So many wish to shortcut the real work. Do that and you *will* fail. In the real world, to have the "gonads" to charge big ticket prices, you must *outwork your self doubt*. You must be so confident in your delivery, because you have done it *so many times,* that you *know* that this person will succeed. Experience is what gives you the conviction to ask for someone's entire year's salary as payment. You must believe so deeply in your solution that when you look at yourself in the mirror at night, alone, your conviction remains unshakable. So let me bring this section home with my personal experience.

**My Premium Price Experience**

In my first niche consulting business — Gym Launch — I teach gym owners a better business model. Before productizing my consulting services, I flew out to 33 gyms in 18 months to do full turnarounds.

We would fly out, fix everything in the gym, and relaunch it in 21 days. We would average an increase in $42,000 in additional sales in 21 days. It was wild. My fee was the 100% of the revenue I would bring in.

At our peak, we were turning around eight gyms a month. This quickly became a logistical nightmare. After the wear and tear of living in motels month after month after month, I thought to myself *there has to be a better way to do this.*

One month, there was a gym we were scheduled to go fly out to. But, I simply didn't want to do it. So I told them we were going to cancel the engagement. The gym owner practically threatened me to help him. So I said I would help him, but he would have to do all the work, but I would show him how.

Within thirty days, this gym had made almost $44,000 in new up front cash collected sales (4x their previous month). As soon as I saw that my process could be duplicated from afar, without me having to fly people in. . .our business exploded. I had found the missing link because my travel schedule was no longer a constraint. We went on to sell 4000+ more gyms over the next few years (and counting) using a *done-with-you* rather than a *done-for-you* model. But. . .back to premium pricing.

When I entered the space, low-price competitors offered full-service marketing for $500 per month, with a single high-price competitor charging $5,000 for his product.

I wanted to be the premium price leader. I wanted to be so expensive that it created allure around what we were doing. So, we came in at three-times the highest-priced player and 32 times more than the lower-priced players. A price of $16,000 for a 16-week, done-with-you intensive. Then we upsold 35 percent of those people into a three-year, $42,000/year agreement for us to help them grow their gyms.

For context: The average gym owner makes $35,280/year in take-home profits. If that's the average, it means *half* make even *less* than that. So for many of them, they were committing to *half* of their yearly pay *or more* to buy our program. And I was selling this to grown men as a kid in his twenties, telling them I was going to help them make more money. This was possible because my conviction was stronger than their skepticism. *How?*

Based a voluntary survey taken at our last full company event, with 158 gyms responding, we found that a Gym Launch gym who has been in our program for 11 months will experience the following average improvements:

- *Top Line Revenue Growth:* +$19,932/mo (+$239,000/yr)
- *Recurring Revenue Growth:* +$13,339/mo (+$160,068/yr)
- *Bottom Line Growth (Profit):* From $2,943/mo to $8,940/mo (3.1x!)
- *Client Growth:* +67
- *Churn (% of clients who leave each month):* From 10.7 percent to 6.8 percent
- *Retail Sales:* +$4,400/mo in retail product sales revenue
- *Prices:* From $129/mo to $167/mo

The survey just proved what I already knew. I had complete conviction in our product.

I knew it worked. I had *outworked my self-doubt.*

**Summary Points**

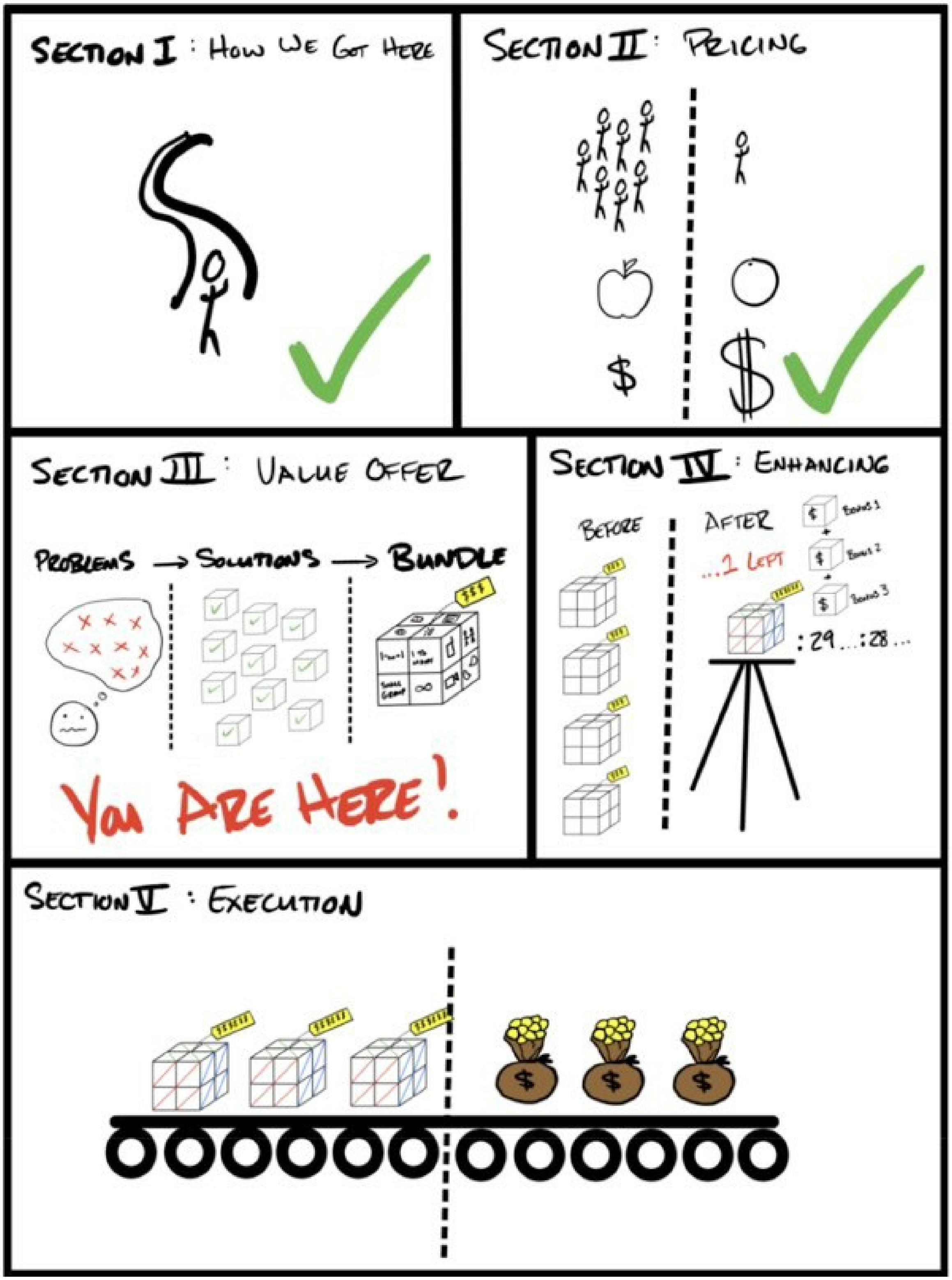
What should you take from this?

First and foremost, charge a premium. It will allow you to do things no one else can to make your clients successful. We were able to charge a premium because we provided more value than anyone else in the industry. In a real way, we were charging on a *fraction* of what our clients made using our system. This is important. Our clients still got a *deal*. The gap between what they paid (price) and what they got (value) was massive. As a result, the virtuous cycle continued to spin. We charged the most money. We provided the most value.

Our gyms remained the most competitive, made the most money, always had the latest and best acquisition systems, and had the support to implement them at lightning speed.

We made many mistakes along the way, but our pricing model was not one of them. It allowed me the room to make big bets without losing the farm. The truth is that 99 percent of businesses need to raise their prices to grow, not lower them. Profit is oxygen. It fuels the fire of growth. You need it if you want to reach more people and make a bigger impact.

In order to charge so much, though, you must learn to create tremendous value. Let's head there next.


SECTION I: HOW WE GOT HERE
SECTION II: PRICING
SECTION III: VALUE OFFER
PROBLEMS → SOLUTIONS → BUNDLE
YOU ARE HERE!
SECTION IV: ENHANCING
BEFORE
AFTER
...1 LEFT
BONUS 1
BONUS 2
BONUS 3
:29...:28...
SECTION V: EXECUTION

> *"We question all of our beliefs, except for the ones we really believe in, and those we never think to question."*
>
> ORSON SCOTT CARD

I want to be abundantly clear: the goal should be to charge as much money for your products or services as humanly possible. I'm talking heinous amounts of money. That being said, anyone can raise their prices, but only a select few can charge these rates *and get people to say yes*.

From this point forward, you must abandon any notion you have about "what's fair." Every enormous company in the world charges you money for things that cost them nothing. It costs pennies for the phone company to add an additional user, except they don't mind charging you hundreds per month for access. It costs pennies to manufacture pharmaceutical drugs, but they don't mind charging hundreds of dollars a month for it. Media companies charge advertisers a king's ransom for your eyeballs, and it costs them next to nothing to get you to like kitten photos on social media. You *need* to have a big discrepancy between what something costs you and what you charge for it. It is the only way to be unreasonably successful.

Many entrepreneurs believe that charging "too much" is bad. The reality is that, yes, you should never charge more than your product is *worth*. But you should charge *far* more for your product and services than it costs to fulfill it. Think up to a hundred times more, not just two or three times more. And if you provide enough *value*, it should still always be a *steal* for the prospect. That is the power of value. It unleashes unlimited pricing and profit power to scale your company.

For example, one of my private clients (whose company I have equity in) is in the photography space. Over two years, implementing the tactics outlined in this book, the owner was able to increase the average ticket from $300 to $1,500. That's a 5x increase (gasp). Even cooler, they now spend less time per customer, and have *higher* customer satisfaction. The 5x increase in average ticket, 38x'd the profit of the business. It went from making $1,000/wk in profit to $38,000/wk in profit, and continues to grow. As a result, the company was finally able to continue to scale to multiple locations and provide meaningful work to great employees. And a fun benefit, we were able to donate even more money to children's charities which is something the owner and I have in common (almost $500,000 at the time of this writing). But none of that would have been possible without figuring out what people valued most, tripling down on it, and ruthlessly eliminating everything else. A 5x price increase may seem crazy to you, but clients voted with their dollars that what the company provides now is *far* better than what it did before. Cracking value opens up the world of unlimited profit, impact and possibilities.

Those who understand *value* are the ones who will be able to charge the most money for their services. The good news is that there is a repeatable formula that I have created (I've never seen it displayed elsewhere) to help quantify the variables that create value for any offer. I call it *The Value Equation*. Once you see it, you can never unsee it. It will operate in your subconscious, running in the background, calling out to you. It's a new lens through which to see the world.

**The Value Equation**


**FREE GIFT #4: Value Equation Bonus Tutorial & Free Download(s):**
If you want to know how I break down a businesses core offering into something more valuable go to **acquisition.com/offers** and select the **"Value Equation"** video to watch a short tutorial. I also included a downloadable checklist. My goal is to *gain your trust* and deliver value in advance. As such, it's absolutely free. Enjoy.

As you can see from the picture, there are four primary drivers of value. Two of the drivers (on top), you will seek to increase. The other two (on the bottom), you will seek to decrease.

1. (Yay) The Dream Outcome (Goal: Increase)
2. (Yay) Perceived Likelihood of Achievement (Goal: Increase)
3. (Boo) Perceived Time Delay Between Start and Achievement (Goal: Decrease)
4. (Boo) Perceived Effort & Sacrifice (Goal: Decrease)

If you noticed the questions in the last section that my father asked me, you'll see they corresponded with these pillars:

- *What will I make?* (Dream Outcome)
- *How will I know it's going to happen?* (Perceived Likelihood of Achievement)
- *How long will it take?* (Time Delay)
- *What is expected of me?* (Effort & Sacrifice)

**Get The Bottom To Zero**

In the beginning of my career, I focused all my attention on dream outcomes and the perception of achievement (social proof, third-party edification, etc). In other words, the top side of the equation. That's where beginner marketers make bigger and bigger claims. It's easy, and it's lazy.

But as time has gone on, I have realized that these larger-than-life claims are the easiest to establish (and therefore less unique). After all, anyone can make a promise. The harder, and more competitive, are the Time Delay and Effort & Sacrifice. The best companies in the world focus all their attention on the bottom side of the equation. Making things immediate, seamless, and effortless. Apple made the iPhone effortless compared to other phones at the time. Amazon made purchasing a single click of a button *and* made purchases arrive almost immediately (maybe by the time you read this, they'll be sending drones to our doors within 60 minutes). Netflix made consuming television immediate and effortless. So, the older I get, the more I have shifted my focus to "the hard stuff" — decreasing the bottom side of the equation. And I believe the better you do this, the more you will be rewarded by the marketplace.

Final note: The reason this is a division equation and not an addition ("+") is that I wanted to convey one key point. If you can make the bottom part of the equation equal to zero, you're golden. No matter how small the top side is, anything divided by zero equals infinity (which is technically undefined for the math nerds). In other words, if you can reduce your prospects' true time delay to receiving value to zero (aka you realize your immediate dream outcome), and your effort and sacrifice is zero, you have an infinitely valuable product. If you accomplish this, you win the game.

Given this postulate, a prospect would (in theory) purchase something from you, and the moment their credit card was run, it would immediately become their reality. *That* is infinite value.

Imagine clicking the purchase button on a weight loss product and instantly seeing your stomach turn into a six-pack. Or imagine hiring a marketing firm, and as soon as you sign your document, your phone begins ringing with new highly qualified prospects. How valuable would these products/services be? Infinitely valuable. And that's the point.

I don't know if we entrepreneurs will ever get there, but that is the hypothetical limit we all should strive towards, and why I structured the equation this way.

**Perception is Reality**

Perception is reality. It's not about how much you increase your prospect's likelihood of success, or decrease the time delay to achievement, or decrease their effort and sacrifice. That in itself is *not* valuable. Many times, they will have no idea. The Grand Slam Offer only becomes valuable once the prospect *perceives* the increase in likelihood of achievement, *perceives* the decrease in time delay, and *perceives* the decrease in effort and sacrifice.

A prime example of this happened in the London tunnel system. The biggest increase in rider satisfaction (*aka value*) was never from faster trains to decrease wait times. Instead, it was from a simple dotted map that showed them when the next train was coming and how long they had to wait. The dotted map, which only cost a few million dollars, decreased the riders' *perception* of time delay and sacrifice (being bored waiting) more than actually making the trains faster (which costs billions of dollars to do). Isn't that cool? This is how we need to think about our products.

---

**Pro Tip: Logical vs Psychological Solutions**

Most people naturally try and solve problems using *logical* solutions. But the logical solutions have usually been tried...because they're logical (it's what everyone would try and do).

As a business owners and entrepreneurs I increasingly approach problems to find *psychological* solutions, rather than *logical* ones. Because if there were a logical solution, it probably would have already been solved, thereby eliminating the problem. All that's left are the *psychological* problems.

<u>Examples inspired by Rory Sutherland, CMO of Ogilvy Advertising:</u>

*"Any fool can sell a product by offering it for a discount, it takes great marketing to sell the same product for a premium"*

*Logical solution:* make trains faster to increase satisfaction

Psychological solution: decrease the pain of waiting by adding a dotted map

*Psychological solution:* pay models to be the hostesses on the trip (people would wish it took longer to get to their destination!)

*Logical solution:* make elevator faster

*Psychological solution:* add floor to ceiling mirrors so people are distracted staring at themselves and forget how long they were on the elevator

*Logical solution:* make it cheaper

*Psychological solution:* make fewer of them and raise the price which causes people to want it more.

Often, most logical solutions have been tried and failed. At this point in history, we must give the psychological solutions a shot to solve problems.

---

As such, as business owners, it is up to us to communicate these value drivers with clarity to increase the prospect's perception of these realities. The extent to which you answer these questions in the mind of your prospect will determine the value you are creating. Only then, will we truly be able to realize the actual value of our product to the marketplace, and by extension, the egregious prices we want to charge.

It's difficult to separate the four value drivers from another, as most vehicles combine many of these elements together, but I will do my best to isolate and clearly explain each below.

**#1 Dream Outcome (Goal = Increase)**

People have deep, unchanging desires. This is what marriages are lost over, wars are fought over, and people will willingly die for. Our goal is not to create desire. It's simply to channel that desire through our offer and monetization vehicle.

The dream outcome is the expression of the feelings and experiences the prospect has envisioned in their mind. It's the gap between their current reality and their dreams. Our goal is to accurately depict that dream back to them, so they feel understood, and explain how our vehicle will get them there.

The dream outcome is simple; it's the "getting there" where the value gets enhanced or detracted.

People generally, and our clients specifically, want:

. . . To be perceived as beautiful
. . . To be respected
. . . To be perceived as powerful
. . . To be loved
. . . To increase their *status*

These are all powerful drivers.

But multiple vehicles may accomplish the same thing. Take the desire *"to be perceived as beautiful"* for example, here are a lot of things that touch on this desire:

Make Up
Anti-aging creams/serums
Supplements
Shapewear
Plastic Surgery
Fitness

→ All these vehicles channel the desire to be perceived as beautiful.

And if we further unpack the idea of a desire to be beautiful, we see that it may be a surface-level declaration of a deeper desire to achieve higher status in one's social group.

The dream outcome value driver is most prominently used when comparing the relative value *between two different desires being satisfied*. In general, the dream outcome that most directly increases a prospect's status will be the one they value most. As such, a prospect may value that entire category of vehicles that satisfy one desire more than another category that satisfies a different desire. For many men, making money is more important than being handsome. Why? Because money drives status for men more than being handsome does. So, in general, they will value all offers that make them money more than offers that help them look good.

I once heard Russell Brunson tell a story about this concept. He explained how his wife, Collette, at first hearing about this status concept, rejected it. She claimed she wasn't driven by status and would never want to drive a Lamborghini. Instead, she favored her minivan. But, after talking further, she revealed it was because driving a Lamborghini would decrease her status amongst her mom friends, while driving a minivan would show she was a good mother (increase in status). So it's not about the money, it's about the *status (the perceived increase or decrease in relative standing when compared to others socially or professionally)*. Talk in terms of things your prospect believes will increase their status, and you will have your prospects drooling.

---

**Pro Tip: Frame benefits in terms of status gained *from the viewpoint of others***

When writing copy, you can make it that much more powerful by talking about how *other people* will perceive the prospect's achievement. Connect the dots for them. Example: If you buy this golf club, your drive will increase by 40 yards. Your golf buddies' jaws will drop when they see your ball soar 40 yards past theirs . . . they'll ask you what's changed . . . only you will know.

---

That being said, when comparing two products or services that satisfy the *same* desire, the value from the dream outcomes will cancel out (since they are the same). It will be the other three variables that drive the difference in perceived value, and ultimately price. For example, if we have two products or services that both help make someone beautiful, it will be the likelihood of achievement, time delay, and effort required that will differentiate the perceived value of each offer.

Simply put: if two things make someone beautiful, what makes one worth $50,000 and another $5? Answer: The extent of the other three value variables.

**#2 Perceived Likelihood of Achievement (Goal = Increase)**

This was the last of the variables I added when trying to think through this framework a few years ago. I just felt like something was missing with only the other three.

Then I realized people pay for certainty. They value certainty. I call this "the perceived likelihood of achievement." In other words, "How likely do I believe it is that I will achieve the result I am looking for if I make this purchase?"

For example, how much would you pay to be a plastic surgeon's 10,000th patient versus their first?

If you're a normal, sane person, a lot more. I mean heck, you might even ask them to pay you if you are their first patient ever.

So you can see even from this simple example that while the service you are receiving is technically the same, the only thing that changes is your perceived likelihood of getting what you want.

Both surgeons take the same amount of time to do the surgery (if anything, the guy who has done it 10,000 times would likely get it done faster and *still* charge *more*). The more-experienced surgeon has a track record of achieving a result, which incentivizes their desirability.

People value this perceived likelihood of achievement. Increasing a prospect's conviction that your offer will "actually" work for them, will make your offer that much more valuable even though the work remains the same on your end. So to increase value with all offers, we must communicate perceived likelihood of achievement through our messaging, proof, what we choose to include or exclude in our offer, and our guarantees (more on these later).

**#3 Time Delay (Goal = Decrease)**

Time delay is the time between a client buying and receiving the promised benefit. The shorter the distance between when they purchase and they receive value/the outcome, the more valuable your services or product is.

There are two elements to this driver of value: Long-term outcome and short-term experience. Many times, there are short-term experiences that occur while en route to the long-term outcomes. They happen "along the way" and provide value.

It's good to understand both. The thing people *buy* is the long-term value, aka their "dream outcome." But the thing that makes them *stay* long enough to get it is the short-term experience. These are little milestones a prospect sees along the way that shows them they are on the right path. We try and tie as many of these as possible into any service we offer. We want clients to have a big emotional win early (as close as possible to their purchase). This gives them the emotional buy in and the momentum to "see it through" to their ultimate goal.

For example, it takes a while to add an extra $239,000 per year to a gym. But that's what they're buying. So, once they have purchased, we need to create emotional wins fast. One way we do this is to get their ads live and get them to close their first $2,000 sale within their first seven days. By doing this, their decision to work with us is reinforced, and they immediately trust us more. This makes them more likely to follow the rest of our systems and get to their ultimate destination.

---

**Pro Tip: Fast Wins**

Always try and incorporate short-term, immediate wins for a client. Be creative. They just need to know they are on the right path and that they made the right decision trusting you and your business.

---

Let me give you another example. If I sell someone a bikini body, their time delay to realize that outcome may be 12 months or even longer. Along the way, though, as they change their bodies, they may experience higher sex drive, more energy, and an increased community of friends.

They aren't *initially* buying those things, but those things may become short-term benefits that keep them in the game long enough to achieve their ultimate outcome. They buy the dream, but they stay for the benefits they discover along the way. The faster and more clearly you can demonstrate those benefits, the more valuable your service will be. For a weight loss customer, we would get them to meet someone else so they immediately had some social benefits from the program, *and* we usually gave them a more aggressive diet in the beginning. Why? Because we wanted them to have a big, fast emotional win, so we could get them to commit to the long term. This is also backed by science. People who experience a victory early on are more likely to continue with something than those who do not.

That being said, having to wait 12 to 24 months to get what you want is a *long* time when you can do liposuction and be done in an afternoon. This shows just one of the reasons people pay $25,000 for liposuction with a tummy tuck, while people will barely pay $100/mo to join a bootcamp.

But that's not the only reason, is it?

That leads me to the last driver of value - effort and sacrifice.

---

**Pro Tip: Fast Beats Free**

The only thing that beats "free" is "fast." People will pay for speed. Many companies have entered free spaces and done exceedingly well with a "speed first" strategy. A few notable examples: The MVD vs DMV wait in line forever or pay $50 you can skip the line and get your license renewed privately. Fedex vs USPS (when it absolutely positively has to be there overnight). Spotify vs Slow Free Music. Uber vs Walking. Fast beats free. Many will always be willing to pay (price) for the (value) of speed. So if you find yourself in a market competing against free, double down on speed.

---

**#4 Effort & Sacrifice (Goal = Decrease)**

This is what it "costs" people in ancillary costs, aka "other costs accrued along the way." These can be both tangible and intangible.

Using the fitness versus liposuction example, let's look at the difference in effort and sacrifice:

| Fitness Effort and Sacrifice: | liposuction effort and sacrifice: |
|---|---|
| Wake up one to two hours earlier in the morning | Fall asleep |
| Five to ten hours per week of time lost | Wake up thin, guaranteed |
| Stop eating the foods you love | Be sore for two to four weeks |
| Constant hunger | |
| Physical soreness | |
| Feelings of embarrassment at not knowing how to exercise | |
| Risk of injury | |
| Actual nausea working out | |
| Meal prepping | |
| New groceries/more expensive | |
| New clothing (can be a benefit for some folks) | |
| Fear of gaining it back after all this effort (impermanence) | |
| Etc . . . | |

Massive difference, right?

In fact, in looking at the marketing of plastic surgeons, these are the *exact* pain points they hit on when they say things like: *"Tired of wasting countless hours in the gym. . . . tired of trying diets that just don't work?"*

This is why when you sell fitness, you have to spend an hour arm-wrestling a client to give over 1/10th to 1/100th of the amount of money they pay for surgery. There's just not a lot of perceived value because the perceived likelihood of achievement, the time delay to achievement, and the effort and sacrifice are so high.

So even though the outcome is the same, the value of the vehicles are dramatically different, hence the difference in price.

Decreasing the effort and sacrifice, or at least the perceived effort and sacrifice, can massively boost the appeal of your offer.

In an ideal world, a prospect would want to simply "say yes" and have their dream outcome happen with no more effort on their behalf.

This is why "done for you services" are almost always more expensive than "do-it-yourself" because the person doesn't have all the effort and sacrifice. There is also a component of "perceived likelihood of achievement" difference as well. People believe that if an expert does it, then they will be more likely to achieve the outcome than if they try on their own.

My hope is that you now have a foundational understanding of the components of value and how the interplay between each of the components creates or detracts from the value someone might be willing to pay.

**Putting It All Together**

As I said earlier, these elements of value don't happen in a vacuum. They happen together, in combination. So let's look at a few examples that utilize all four components of value at once.

In an effort to quantify the value, I'll rate them on a binary scale of 0 or 1. 1 being value achieved. 0 being missing. Then I will add all four together to give you a relative value rating of a type of service. Our goal as marketers and business owners is to *increase* the value of the dream outcome and its perceived likelihood of achievement, while *decreasing* the time delay of achievement and the effort and sacrifice one has to put in to get there.

To start I will do a side by side comparison of two "vehicles" with identical Dream outcomes: Meditation and Xanax. Both offer the buyer relaxation, decreased anxiety, and feelings of well-being. I will demonstrate how the other three variables dramatically shift the value of delivering that dream outcome and ultimately, the price.

**Example:** Dream Outcome: "Relaxation," "Decreased Anxiety," "Feelings of well-being" *Meditation vs Xanax*

| Value Measure | Meditation | Score | Xanax | Score |
|---|---|---|---|---|
| **Dream Outcome** | "Relaxation" "Decreased Anxiety" "Feelings of well-being" | 1/1 | "Relaxation" "Decreased Anxiety" "Feelings of well-being" | 1/1 |
| **Perceived Likelihood** | Low, since most people get distracted and don't actually think they'll follow through with daily meditation | 0/1 | High, since most people are confident that if they take the pill, it will make them feel more relaxed | 1/1 |
| **Time Delay** | Long time to yield long term results. Some immediate benefits after 10 to 20 minutes (assuming you don't get frustrated) | .5/1 | 15 minutes for effects to be felt | 1/1 |
| **Effort & Sacrifice** | Physical discomfort (numb body limbs often). Mental discomfort (feeling like you are failing at it constantly). Time sacrifice (you have to set time aside everyday to do it). | 0/1 | Swallowing the pill | 1/1 |
| **Overall Value** | **Low** | 1.5/4 | **High** | 4/4 |

And that is why Xanax is a multi-billion dollar product while I know of almost no multi-billion dollar meditation businesses . . . value.

I'm not here to argue about whether meditation is better than Xanax (obviously it is) but that doesn't mean it's perceived as more valuable.

This is also the reason that the supplement industry ($123B, *Grandview Research*) is twice the size of the health club industry ($62B, *IHRSA*). They both accomplish the same perceived objectives — "being healthy," "losing weight," "looking good," "increased energy," etc. — but one is perceived as more valuable because it has lower "costs."

People are more willing to pay $200 for supplements than they are a $29/mo membership. Taking a pill, or drinking a shake, is so much faster and easier than going to the gym everyday. Hence . . . valued.

Crazy world we live in.

And you can either sit there and make “complain” posts about how people “ought” to be a certain way. Or you can take advantage of the way people *are* and capitalize. This book is for those people who want to be victors, not victims of circumstances.

You can either be right or you can be rich. This book is for getting rich. If that bothers you, just put this down and go back to arguing against human nature. Hint: You’re not gonna change it.

Now, that being said, knowing what people value versus what is good for them is key. It means you can find ways to monetize the things that people value in order to give them what they really need.

Win-win.

You can make your dent in the universe *while* making a profit.

*"He who said money can't buy happiness, hasn't given enough away."*

UNKNOWN

People who help others (with zero expectation) experience higher levels of fulfillment, live longer, *and* make more money. I'd like to create the opportunity to deliver this value to you during your reading or listening experience. In order to do so, I have a simple question for you...

*Would you help someone you've never met, if it didn't cost you money, but you never got credit for it?*

If so, I have an 'ask' to make on behalf of someone you do not know. And likely, never will.

They are just like you, or like you were a few years ago: less experienced, full of desire to help the world, seeking information but unsure where to look….this is where you come in.

The only way for us at acquisition.com to accomplish our mission of helping entrepreneurs is, first, by reaching them. And most people do, in fact, judge a book by its cover (and it's reviews). If you have found this book valuable thus far, would you please take a brief moment right now and leave an honest review of the book and its contents? It will cost you zero dollars and less than 60 seconds.

Your review will help….

….one more entrepreneur support his or her family.
….one more employee find work they find meaningful.
….one more client experience a transformation they otherwise would never have
encountered.
….one more life change for the better.

**To make that happen...all you have to do is….and this takes less than 60 seconds….leave a review.**

- If you are on audible - hit the three dots in the top right of your device, click rate & review, then leave a few sentences about the book with a star rating.
- If you are reading on kindle or an e-reader - you can scroll to the bottom of the book, then swipe up and it will automatically prompt a review.
- If for some reason they have changed either functionality - you can go to the book page on amazon (or wherever you purchased this) and leave a review right on the page.

*PS* - If you feel good about helping a faceless entrepreneur, you are my kind of people. I'm that much more excited to help you crush it in the coming chapters (you'll love the tactics I'm about to go over).

*PPS* - Life hack: if you introduce something valuable to someone, they associate that value with you. If you'd like goodwill directly from another entrepreneur - send this book their way.

Thank you from the bottom of my heart. Now back to our regularly scheduled programming.

- Your biggest fan, Alex

*"If at first you don't succeed, try, try, try again."*

THOMAS H. PALMER, TEACHER'S MANUAL

I want to do an exercise with you right now. I want to show you the difference between convergent and divergent problem solving. Why? So that you can actually create the Grand Slam Offer that will become the cornerstones of your business.

**Convergent & Divergent Thinking**

In simple terms, convergent problem solving is where you take lots of variables, all known, with unchanging conditions and converge on a singular answer. Think math.

Example:

You have 3 salespeople who can each take 100 calls per month each.

It takes 4 calls to create one sale (including no shows).

You need to get to 110 sales . . .

**How many sales people must you hire?**

Deduced Information:

1 salesperson = 100 calls

4 calls = 1 close

100 calls/4 calls per close = 25 Closes Per 100 Calls

25 closes per rep

Goal: 110 sales *total* / 25 sales per rep = 4.4

Since you can't hire 4.4 reps, you decide you must have *five*.

ANSWER: And since you have 3, you hire *two* more.

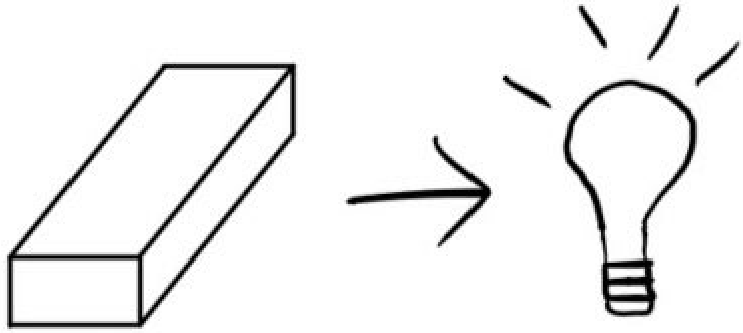
Math problems are convergent. There are lots of variables and a single answer. We are taught all our lives in school to think this way. That is because it's easy to grade.

But life will pay you for your ability to solve using a divergent thought process. In other words, think of many solutions to a single problem. Not only that, convergent answers are binary. They are either right or they are wrong. With divergent thinking, you can have multiple right answers, and one answer that is way more right than the others. Cool right?

Here's what life presents us for divergent thinking: Multiple Variables, Known & Unknown, Dynamic Conditions, Multiple Answers.

As such, I want to do an exercise with you that will engage the part of your brain that you will need to use in order to make something magical.

I call it the "brick" exercise. Don't worry, it'll only take 120 seconds.



**The Brick Exercise**

Right now, I want you to set a timer on your phone for 120 seconds. What you need to do: Think of a brick.

Write down as many *different* uses of a brick as you can possibly think of. How many different ways could a brick be used in life to provide value.

Ready? Go. It's okay to write in the book.

Alright — stop. Now before I show you my list, did you consider the following . . .

. . . How big is the brick? A tab of gum, 3-5/8" x 2-1/4" x 8" (Standard), 2 ft x 2 ft x 6ft?

. . . What is the brick made of? Plastic, Gold, Clay, Wood, Metal?

. . . How is the brick shaped? Does it have holes in it? Does it have divots for interlocking?

Now as you think about that, can you think of even more uses for the brick than you probably wrote down? Here's my list:

- Paper weight
- Door stop
- Building things
- Home for a fish in a fish bowl
- Plant holder with dirt in the holes (holed brick)
- As a trophy (painted brick)
- Rustic decoration
- To break window
- Make a mural (tiny bricks painted)
- A weight for resistance training
- A wedge under uneven platform
- Pen holder (holed brick)
- Children's toy (lego bricks)
- Floatation device (plastic brick)
- Payment for goods (gold brick)
- Stabilizer for leaning something against
- Retainer of value (gold brick)
- Holder for flagpole (holed brick)
- A seat (jumbo brick)

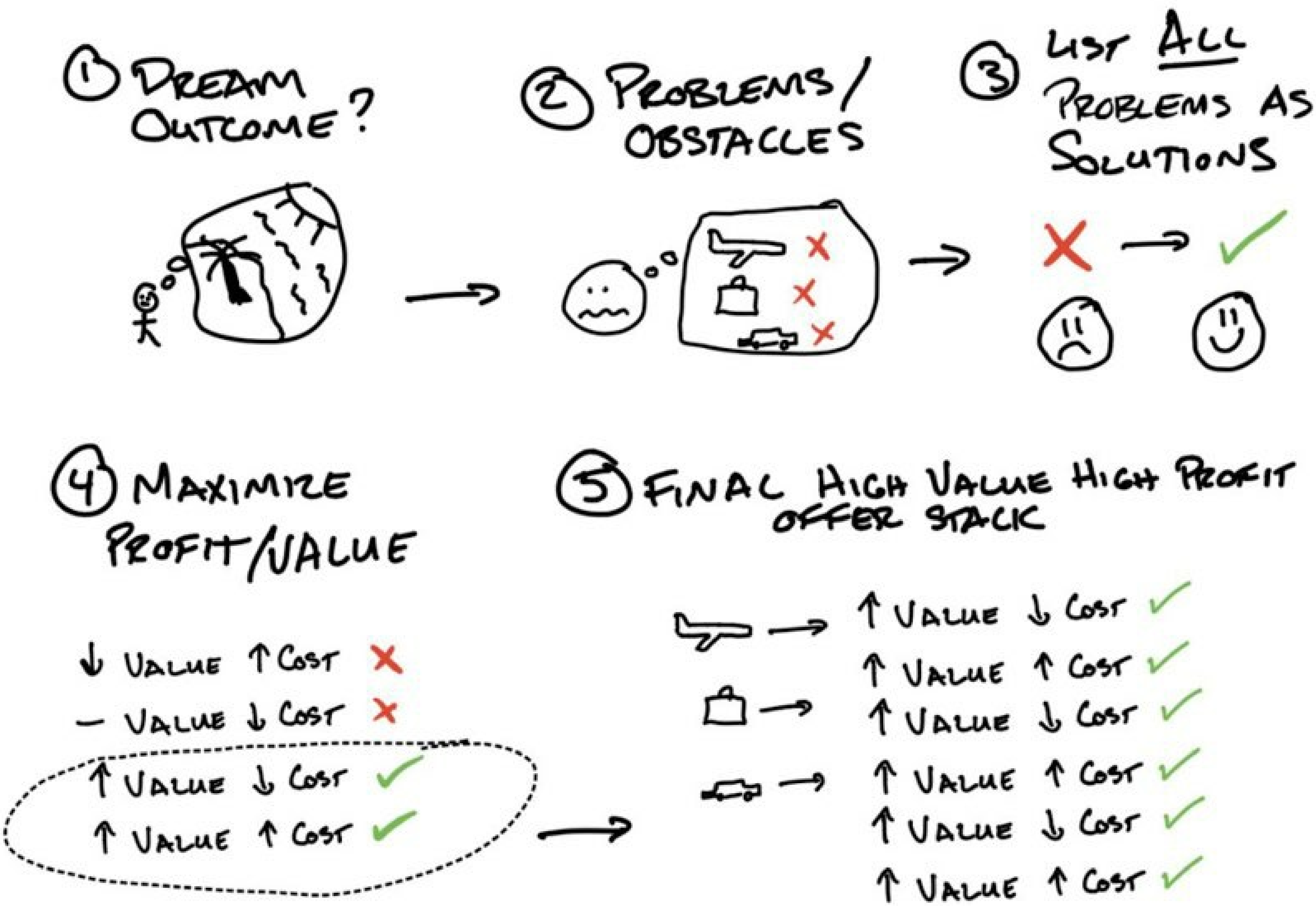
Every offer has building blocks, the pieces that when combined make an offer irresistible. Our goal is to use a divergent thought process to think of as many easy ways to combine these elements to provide value.

So if I were selling a brick, I would find out what my customer's desire was, and then devise how many ways I could create value with my "brick."

Now let's do it for real.

*"ABC, Easy as 123 Ah, simple as doh reh mi"*

MICHAEL JACKSON, "ABC"




When I started my gym, I struggled. I wanted so deeply to be successful, prove my dad wrong about my decision to start my own business, and prove to myself that I was worth something. But try as I did, I couldn't even sell people into a $99/mo bootcamp. People would say, "LA Fitness is $29/mo. This is expensive." I even tried getting people to start for free. They said they wouldn't bother because $99/mo afterwards was still too much, and they didn't want to start something they wouldn't continue with.

It's a new level of frustration when you can't even give your services away for free to people. I felt worthless, and I didn't know what to do. Thankfully, during this time, I was in groups with other gym owners, and I started hearing about marketers and books. I devoured everything I could. And as soon as I stumbled on Dan Kennedy's books, I was hooked.

In his books, he talked about making "irresistible offers." Again, this theme of "making an offer so good people would feel stupid to say no" kept re-appearing. But this time, remembering what TJ had told me, I decided to go all in on this concept, rather than just do what everyone else was doing.

*But how?* Everyone else was selling $99/mo bootcamps. How was I going to compete? So I decided to look at what we did differently. I thought — what do they *really* want? No one wants a membership; they want to lose weight.

**Step #1: Identify Dream Outcome**

I had heard of weight loss challenges, so I started there.

- Lose 20lbs in 6 weeks.
- *Big dream outcome* - lose 20lbs.
- *With a decreased time delay* - 6 weeks.

Note: I wasn't selling my membership anymore. I wasn’t selling the plane flight. *I was selling the vacation.* When you are thinking about your dream outcome, it has to be them arriving at their destination and what they would like to *experience*.

**Step #2: List Problems**

Next, I wrote down all the things people struggled with and their limiting thoughts around them. When listing out problems, think about what happens immediately before and immediately after someone uses your product/service. What's the “next” thing they need help with? These are all the problems. Think about it in insane detail. If you do, you will create a more valuable and compelling offer as you’ll continually be answering people’s next problem as it manifests..

So, let’s go ahead and list out the problems from a prospect’s perspective as you think about them. What points of friction exist for them? I like to think in the sequence that the customer will experience each of these obstacles. Again, channel insane detail (the more problems the better!).

**<u>Example Problem List: Weight Loss</u>**

First thing they must do: Buying healthy food, grocery shopping

1. Buying healthy food is hard, confusing, and I won’t like it
2. Buying healthy food will take too much time
3. Buying healthy food is expensive
4. I will not be able to cook healthy food forever. My family’s needs will get in my way. If I travel I won’t know what to get.

Next thing they must do: *Cooking healthy food*

1. Cooking healthy food is hard and confusing. I won’t like it, and I will suck at it.
2. Cooking healthy food will take too much time
3. Cooking healthy food is expensive. It’s not worth it.
4. I will not be able to buy healthy food forever. My family’s needs will get in my way. If I travel I won’t know how to cook healthy.

Next thing they must do: *Eating healthy food*

1) Etc...

Next thing they must do: *Exercise Regularly*

1) Etc...

Now we’re gonna go full circle here. Each of the above problems has four negative elements. And you guessed it, each aligns with the four value drivers as well.


1. *Dream Outcome*→ This will not be financially worth it
2. *Likelihood of Achievement*→ It won't work for me specifically. I won't be able to stick with it. External factors will get in my way. (This is the most unique and service-specific of the problem buckets).
3. *Effort & Sacrifice*→ This will be too hard, confusing. I won't like it. I will suck at it.
4. *Time*→ This will take too much time to do. I am too busy to do this. It will take too long to work. It won't be convenient for me.

Now, go ahead and list out *all* the problems your prospect has. Don't let these buckets, which are just meant to get your brain going, constrain you. If it's easier for you, just list out everything you can possibly think of.

What I showed here isn't just four problems, though. We have 16 core problems with two to four sub problems underneath. So 32 to 64 problems total. Yowza. No wonder most people don't achieve their goals. Do not get overwhelmed. This is the best news ever. The more problems you think of, the more problems you get to solve.

So, to recap, just list out each core thing that someone has to do. Then think of all the reasons they wouldn't be able to do it, or keep doing it (using the four value drivers as a guide).

Now we get to the fun part: *turning problems into solutions*.

**Step #3: Solutions List**

Now that we have our dream outcome and all the obstacles that will get in someone's way, it's time to define our solutions and list them out.

Creating the solutions list has two steps. First, we are going to first transform our problems into solutions. Second, we are going to name these solutions. That's it. So let's take a look at our list of problems from earlier. What we're going to do is simply turn them into solutions by thinking, *"What would I need to show someone to solve this problem?"* Then we are going to reverse each element of the obstacle into solution-oriented language. This is copywriting 101. It's beyond the scope of this book to get into, but simply adding "how to" then reversing the problem will give most people new to this process a great place to start. For our purposes, we are giving ourselves a checklist of exactly what we are going to have to do for our prospects and what we are going to solve for them.

Once we have our list of solutions, we will operationalize how we are *actually* going to solve these problems (create value) in the next step. And I want to be 100 percent clear. You *will* solve every problem. We'll explore how together, in the next step.

**PROBLEM→ SOLUTION**

*PROBLEM: Buying healthy food, grocery shopping*

*. . . is hard, confusing, I won't like it. I will suck at it*→ How to make buying healthy food easy and enjoyable, so that anyone can do it (especially busy moms!)

. . . *takes too much time*→ How to buy healthy food quickly
. . . *is expensive*→ How to buy healthy food for less than your current grocery bill
. . . *is unsustainable*→ How to make buying healthy food take less effort than buying unhealthy food
. . . *is not my priority. My family's needs will get in my way*→ How to buy healthy food for you and your family at the same time
. . . *is undoable if I travel; I won't know what to get*→ How to get healthy food when traveling

***PROBLEM: Cooking healthy food***

. . . *is hard, confusing. I won't like it, and I will suck at it*→ How anyone can enjoy cooking healthy meals easily
. . . *will take too much time*→ How to cook meals in under 5 minutes
. . . *is expensive, it's not worth it*→ How eating healthy is actually cheaper than unhealthy food
. . . *is unsustainable* → How to make eating healthy last forever
. . . *is not my priority, my family's needs will get in my way*→ How to cook this despite your families concerns
. . . *is undoable if I travel I won't know how to cook healthy*→ How to travel and still cook healthy

***PROBLEM: Eating healthy food***

. . . *is hard, confusing, and I won't like it*→ How to eat delicious healthy food, without following complicated systems
. . . etc

***PROBLEM: Exercise Regularly***

. . . *is hard, confusing, and I won't like it, and I will suck at it* → Easy to follow exercise system that everyone enjoys
….etc.

Okay, whew. That's a lot of problems (and a lot of intuited solutions courtesy of divergent thinking). You'll also notice that a lot of them are repetitive. That's totally normal. The value drivers are the four core reasons. Our problems always relate to those drivers, and our solutions provide the needed answer to give a prospect permission to purchase. What's even crazier: is that if *only one* of these needs is missing in a solution, it can cause someone *not* to buy. You would be *amazed* at the reasons people do not buy. So don't limit yourself here.

Brooke Castillo is a friend who runs an enormous life coaching business. To give you a different take on the problems-solutions list, Brooke sent me her list as she was going through this book to make a Grand Slam Offer for a 90-Day Relationship course. Take a look to see this process through a totally different lens. The main takeaway, though: Don't be fancy. Just get all the problems down then turn them into solutions.

Regardless of whether the offer you're creating is around fitness (like the example), a relationship course (like Brooke), or something wildly different (like ear aches), we now know *what* we need to do. Step four is the *how* (and how to do it without breaking the bank).

---

**FREE GIFT #5 Bonus Tutorial: Offer Creation Part 1**

If you want to walk through the process with me live, go to **Acquisition.com/training/offers** then select **"Offer Creation Part 1"** to watch a short video tutorial. As always, it's absolutely free. I also have a **Free Offer Creation Checklist** for you that you can swipe and immediately deploy in your business. Enjoy.

---

Dream Outcome →

amazing, loving relationship
in 90 days

Problems → no good options
not attractive
not available
boring
no chemistry
poor communication
not hot enough
sex isnt good
no intellectual stimulation
not enough effort into relat
no time
insecurity
"needs" not met
too many unmet expectations
acting crazy, emotional
relationship is dull
want different things
not good at relationships
too much pressure
moves too slow
fizzles out fast
kids involved
sexual incompatibility

Solutions List →

How to get a list of prospective partners to invite into 90 day

How to be attracted to your chosen partner

How to find an available partner

How to make sure 90 days is exciting and never boring

How to create chemistry like you've never known

How to communicate in sexy, fun and meaningful ways

How to make the relationship hot by being hot

How to have great sex for 90 days

How to create intellectual stimulation

How to put the effort in the relationship for max return

How to make time for hourly dopamine/love hits

How to overcome all insecurity w/in the 90 day relationship

*"Cut! Cut! Cut!"*

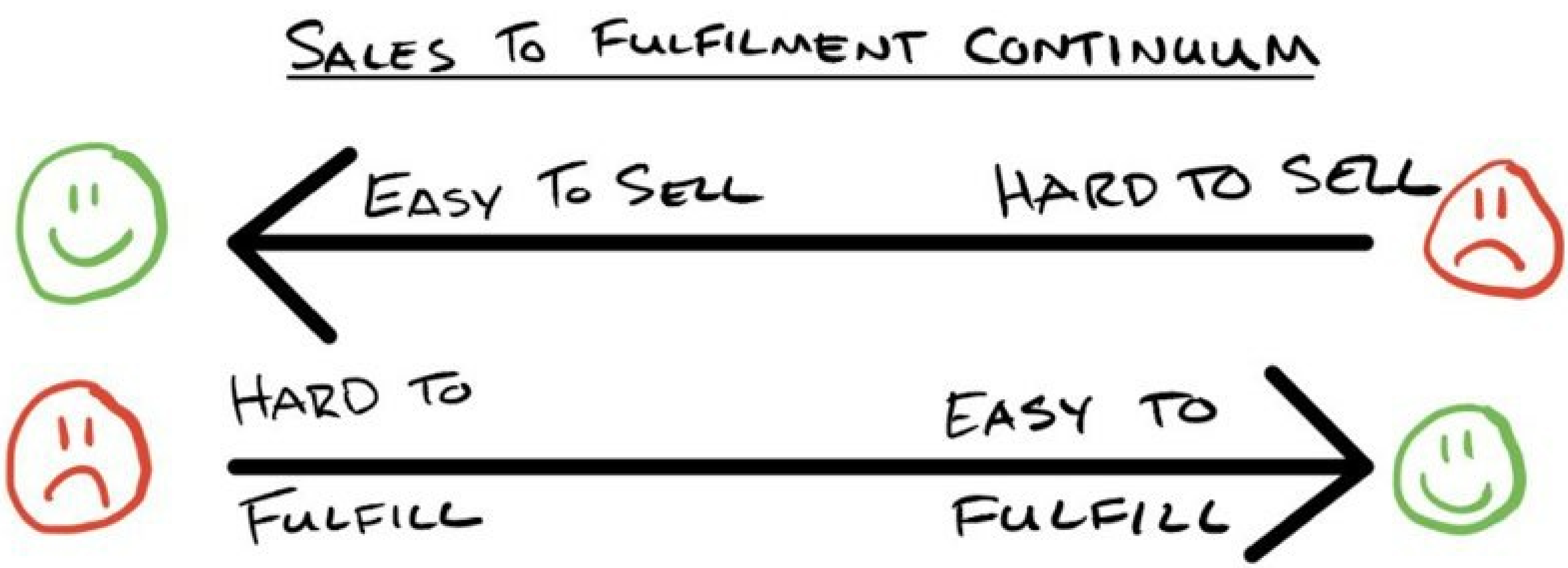
FRIENDS TO RACHEL GREEN IN FRIENDS

I divided this chapter into two parts because it's the meatiest section in the book. It's also the most important. Without a valuable product or service, the rest of the book won't be as actionable**.** We just covered all the problems we are going to solve. The second half of making your offer is breaking down tactically what we are going to do/provide for our client. In theory, we'd all love to fly out and live with our customers to fix their problems. In reality, that wouldn't make a very scalable business. We need our offer to be incredibly attractive *and* profitable.

That being said, if this is your first Grand Slam Offer, it's important to over-deliver like crazy. Maybe flying out isn't such a bad idea in the beginning. Make some sales, then think about how to make it easier for your clients. You want them to think to themselves, "I get all this, for only that?" In essence, you want them to perceive *tremendous value*.

Everyone buys bargains. Some people just buy $100,000 things for only $10,000. That's where we want to live: high prices, but a *steal* for the value (like hopefully this book so far).

**Sales to Fulfillment Continuum**




In order to best absorb the notions of trimming and stacking, we need a mental reframe.

Enter the sales to fulfillment continuum.

Whenever you are building a business, you have a continuum between ease of fulfillment and ease of sales. If you lower what you have to do, it increases how hard your product or service is to sell. If you do as much as possible, it makes your product or service easy to sell but hard to fulfill because there's more demand on your time investment. The trick, and the ultimate goal, is to find a sweet spot where you sell something very well that's also easy to fulfill.

I have always lived by the mantra, "Create flow. Monetize flow. Then add friction." This means I generate demand *first*. Then, with my offer, I get them to say yes. Once I have people saying yes, then, and only then, will I add friction in my marketing, or decide to offer *less* for the same price.

Practicality drives this practice. If you can't get demand flowing in, then you have no idea whether what you have is good. I'd rather do more for every customer and have cash flow coming in, then optimize my business but have zero cash flow coming in after (and zero idea about what I need to adjust to better serve my customers).

Here's a perfect example to drive this home. When I started Gym Launch, gym owners reached out asking me to help. They needed so much help, I didn't know where to start. But I wanted to make sure they got way more than they paid me. So here's what I ended up doing to fill their gyms: I would fly out to their gym for 21 days, spend my own money on hotels, car rentals, eating out, advertising, generate the leads, work the leads, then sell for them. I would even do the first onboarding meeting with clients to get them started. In short, I did *everything*. I took on all the risk.

They only had to put down $500 to "reserve" their date, which I made refundable at the end of their launch. So they had 0 financial risk, 0 time risk, 0 effort, and the deal was, I got to keep all the up front cash collected from selling their services, and they got clients for free. You can imagine how this was a pretty compelling offer.

On my own, I was able to sell about $100,000/mo in up front cash for myself. So these deals were very lucrative for me. Over time, I scaled that to a team of 8 guys selling every month. But this began to wear on me and the team. It was at that point that I realized that if I were to simply teach them how to do what I did, I could charge maybe a third of what I would normally make, but I would be able to help hundreds of gyms a month instead of eight. And, I could do it all sleeping in my own bed every night.

My promise was fundamentally the same: I will fill your gym in 30 days. It was simply the *how* and *what I did* that changed. The *how and what* is what we are breaking apart.

When talking to business owners about their model, I tell them to create cash flow by over-delivering like crazy at first. Then use the cash flow to fix your operations and make your business more efficient. This revision process can be pretty seamless. You may not even have to change what you offer. You may just end up creating systems that create the same value for the customer but cost you significantly less resources.

Ultimately this is how businesses beat one another. Understanding this will be important as you scale your business.

Now that we've established the importance of the fulcrum and how to approach the sales-fulfillment balance at the outset, let's cover the last two steps of creating our Grand Slam offer. To recap quickly, remember that we covered identifying dream outcomes (step one), listing problems (step two), and determining solutions (step three).

**Step #4 Create Your Solutions Delivery Vehicles ("The How")**

The next step is thinking about all the things you could *do* to solve each of these problems you've identified. This is the most important step in this process. This is what you are going to *deliver*. This is what you are going to do or provide in exchange for money.

For the purposes of keeping creativity high (divergent thinking), think about *anything you could possibly do*. Think of all the things that might enhance the value of your offer. So much so that they would be stupid to say no.

What could you do that someone would immediately say, "All that? Seriously? Yes, I'm in."

Doing this exercise will make your job of selling So. Much. Easier.

Even if you come up with something you're not actually willing to do, it's okay. The goal here is to push your limits and jog your brain into thinking of a different version of the solution you'd normally default to. This is where you get to flex your entrepreneurial creativity.

**Reminder**: You only need to do this *once*. Literally *one time* for a product that may last years. This is high-value, high-leverage work. You ultimately get paid for *thinking*. You got this. This should be fun. Go ahead and list out all your possibilities now. Then I'll take you through my example. I'll just use the buying food problem from earlier as an example. I like to group things by how many people I'm going to deliver this thing to at once.

My list is below. And at the bottom, I've given you my "cheat codes" for how I think through this to get even more creative.

**Problem: Buying Healthy Food Is Hard, Confusing, and I Won't Like It**

*If I wanted to provide a one-on-one solution I might offer . . .*

1. In-person grocery shopping, where I take clients to the store and teach them how to shop
2. Personalized grocery list, where I teach them how to make their list
3. Full-service shopping, where I buy their food for them. We're talking 100 percent done for them.
4. In-person orientation (not at store), where I teach them what to get

5. Text support while shopping, where I help them if they get stuck
6. Phone call while grocery shopping, where I plan to call when they go shopping to provide direction and support

*If I wanted to provide a small group solution I might offer . . .*

1. In-person grocery shopping, where I meet a bunch of people and take them all shopping for themselves
2. Personalized grocery list, where I teach a bunch of people how to make their weekly lists. I could do this one time or every week if I wanted to.
3. Buy their food for them, where I purchase their groceries and deliver them as well
4. In-person orientation, where I teach a small group offsite what to do (not at store)

*If I wanted to provide a one to many solution I might offer . . .*

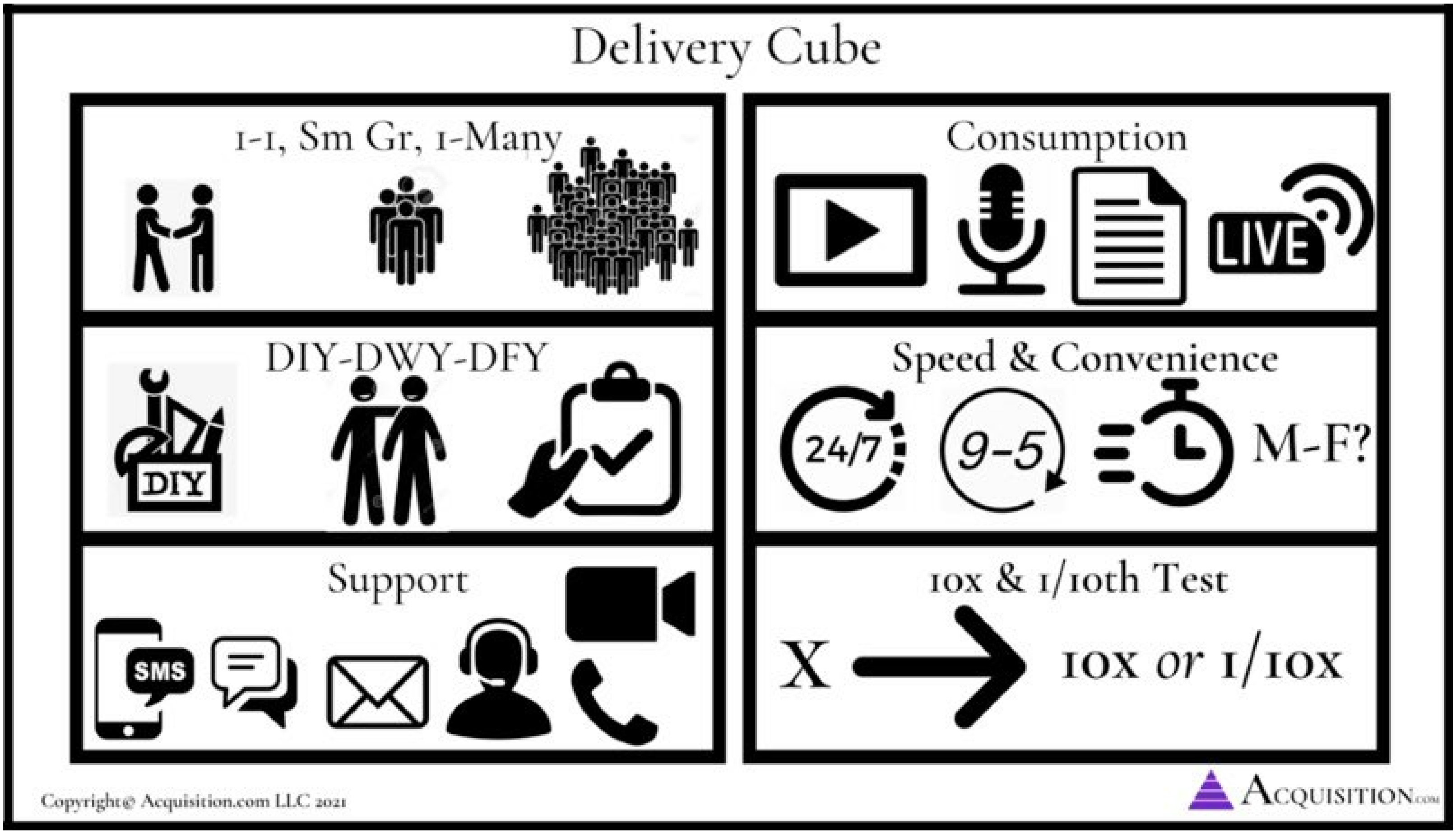
1. Live grocery tour virtual, where I might live stream me going through the grocery store for all my new customers and let them ask questions live
2. Recorded grocery tour, where I might shop once, record it, then give it as a reference point from that point onwards for my clients to watch on their own
3. DIY grocery calculator, where I create a shareable tool or show them how to use a tool to calculate their grocery list
4. Predetermined lists, where each customer plan comes with its own grocery list for each week. I could make this ahead of time so they have it. Then they could use it on their own time
5. Grocery buddy system, where I could pair customers all up, which takes no time really, and let them go shopping together
6. Pre-made, insta-cart grocery carts for delivery, where I could pre-make insta-cart lists so clients could have their groceries delivered to their doorstep with one click

As you see, the list can really go on and on here. This is just to illustrate the many ways to solve a *single* problem.

Now do this for *all* of the perceived problems that your clients encounter before, after, and during their experience with your service/products. You should have a monster list by the end of this.

**Product Delivery Cheat Codes**

What's that? You're having trouble being creative? I'm going to give you the cheat codes right now, kind of like I did with the brick example: "the brick could be gold, or plastic, or have holes in it, or be a lego, etc." Here are my "cheat codes" for product variation/enhancement and a visual to break down the process for you from my consulting deck:




1. What level of personal attention do I want to provide? one-on-one, small group, one to many
2. What level of effort is expected from them? Do it themselves (DIY) - figure out how to do it on their own; do it with them (DWY) - you teach them how to do it; done for them (DFY) - you do it for them
3. If doing something *live*, what environment or medium do I want to deliver it in? In-person, phone support, email support, text support, Zoom support, chat support
4. If doing a recording, how do I want them to consume it? Audio, video, or written.
5. How quickly do we want to reply? On what days? during what hours? 24/7. 9-5, within 5 minutes, within an hour, within 24 hrs?
6. 10x to 1/10$^{th}$ test. If my customers paid me 10x my price (or $100,000) what would I provide? If they paid me 1/10$^{th}$ the price and I had to make my product more valuable than it already is, how would I do that? How could I still make them successful for 1/10$^{th}$ price? Stretch your mind in either direction and you'll come up with widely different solutions.

In other words, how could I actually *deliver* on these solutions I am claiming I will provide. Do this for each problem because solutions from one problem will give you ideas for others you wouldn't normally have considered.

Remember, it's important that you solve *every* problem. I can't tell you the amount of times *one* single item becomes the reason someone doesn't buy.

---

**Anecdote: Why We Must Solve *Every* Perceived Problem**

When I was selling weight loss, I insisted that folks prepare all their food at home. I found it too difficult to help clients lose weight when they ate out because they always blew their diets. Rather than solve the problem, I insisted they do it my way, or not at all. As a result, I lost many sales.

One month I really needed to make some sales to pay rent. My next sale walked in the door - it was a business exec looking to lose weight. As we got into the sales presentation, she told me the program wouldn't work for her because she went out to eat for lunch everyday. Normally, I would have lost this sale. I was a stickler for making people *not* eat out. But I really *needed* the money. Refusing to lose the sale because of this *one thing*, I conceded "I'll make you an eating out guide for when you go to restaurants so you can eat our 100 percent of the time and still hit your goal. How does that sound?" She agreed, and I closed the sale.

I took the time to make an eating out guide for her. But from that point going forward, whenever someone said "but what about eating out??" I had the solution. Over time, I continued solving obstacles with templates and trainings until there were no more "*one things*" to prevent my sales. This lesson has stuck with me to this day. Don't get romantic about *how* you want to solve the problem. Find a way to solve every problem a prospect presents with. When you do that, you make an offer that's so good, people just can't say no. And that's what we're building here.

Note: You must resolve every obstacle a buyer believes they will have to convert the highest amount of people. That's not to say that if you don't, you won't sell people. Not at all. But you won't sell *as many people as you otherwise could have*. And that's the goal, to sell the most people, for the highest possible price, with the highest possible margin.

---

**Step #5: Trim & Stack**

Now that we have enumerated our potential solutions, we will have a gigantic list. Next, I look at the cost of providing these solutions to me (the business). I remove the ones that are high cost and low value first. Then I remove low cost, low value items.

If you aren't sure what's high value, go through the value equation and ask yourself which of these things will this person:

1. Financially value
2. Cause them to believe they will be likely to succeed
3. Make them feel like they can do it with much less effort and sacrifice
4. Help them accomplish their goal and see the result they want with far less time investment.

What should remain are offer items that are 1) low cost, high value and 2) high cost, high value.

**Example:** Let's say I moved in with someone and did their shopping, exercising, and cooking for them. They would probably believe they would definitely lose weight. But I am not willing to do that for any amount of money short of a gazillion dollars.

The next question becomes, is there a lesser version of this experience that I can deliver at scale?

Just take one step back at a time until you arrive at something that has a time commitment or cost you are willing to live with (or, obviously, massively increase your price so it becomes worth it for you — i.e., the gazillion dollars to live with someone).

If there's *one* type of delivery vehicle to focus on, it's creating high value, "one to many" solutions. These will be the ones that typically have the biggest discrepancy between cost and value. For example, before I started my first gym, I had an online training business. I created a small excel sheet application that after inputting all of someone's goals, automatically generated over 100 meals perfectly suited to their macronutrient and calorie needs. Better yet, depending which meals they selected, would tell them what they needed to buy at the grocery store in exact amounts, *and* how to prepare them in bulk for their exact amounts. It took me about 100 hours to put the whole thing together. But from that point going forward I sold truly personalized eating plans for very expensive prices, but they only took me about 15minutes to make. High value. Low cost.

These types of solutions require a high, one-time cost of creation, but infinitely low additional effort after. (Fyi - This is exactly why software becomes so valuable).

That doesn't mean you don't ever want to do something in a small group or one-on-one model. After all, I do 1-on-1 with all of my portfolio company CEOs that we help scale past $30m+. You just want to make sure you save those high cost items for *big* value adds only. If you think you can accomplish the same value with a lower cost alternative, then do that instead.

When I was running my gym, I went through this exercise and created: bulking blueprints, an eating-out system, a travel eating and workout guide, meal plans for every bodyweight and gender, a grocery list calculator, plateau busting meal plans (for when they got stuck), fast cooking guides partnered with meal prep services, and did in-person nutrition orientations with every client one-on-one.

Many of the "one to many" solutions require more up front work. Once created, however, they become valuable assets that create value in perpetuity. It's worth putting in the time to create these because they will create high margin profit for years to come.

Real talk: the meal plans I made for my gym have been used by 4,000+ gyms now and literally hundreds of thousands of people. They are simple and easy to follow. So they have provided ample return for the week or two of dedicated time I spent making them.

And if you ever have the desire to build a repeatable business model, something that scales, these assets you create will become the bedrock. This book, for example, is a high-value asset that is low cost overall. Sure, it costs me a lot up front, but each additional book I sell after my first one costs me very little and provides tremendous value.

**The Final High Value Deliverable**

Let's sum this up before we configure our final high value deliverable.

**Step #1:** We figured out our prospective client's dream outcome.
**Step #2:** We listed out all the obstacles they're likely to encounter on their way (our opportunities for value).
**Step #3:** We listed all those obstacles as solutions.
**Step #4:** We figured out all the different ways we could deliver those solutions.
**Step #5a:** We trimmed those ways down to only the things that were the highest value and lowest cost to us.
All we have to do now is…
**Step #5b:** Put all the bundles together into the ultimate high value deliverable.

So let's go back to the example. We see our prospects struggled with the following:

---

**Format Note**

I'm going to display each problem-solution set as:
Problem → Solution Wording→ Sexier Name for Bundle .
Then, underneath, you will see the actual delivery vehicle (what we're actually gonna do for them/provide)

---

*Buying food*→ How anyone can buy food fast, easy, cheaply → Foolproof Bargain Grocery System . . . that'll save hundreds of dollars per month on your food and take less time than your current shopping routine ($1,000 value for the money it'll save you from this point on in your life)

1. 1-on-1 Nutrition Orientation where I explain how to use…
2. Recoded grocery tour
3. DIY Grocery Calculator
4. Each plan comes with it's own list for each week
5. Bargain grocery shopping training
6. Grocery Buddy System
7. Pre-made insta-cart grocery carts for delivery
8. And a check-in via text weekly.

*Cooking*→ Ready in 5min Busy Parent Cooking Guide . . . how anyone can eat healthy even if they have no time ($600 value from getting 200 hours per year back — that's four weeks of work!)

1. 1-on-1 Nutrition Orientation where I explain how to use…
2. Meal Prep Instructions
3. DIY Meal Prep Calculator
4. Each plan comes with it's own meal prep instructions for each week
5. Meal prep buddy system
6. Healthy snacks in under 5min guide
7. A weekly post they make to tag me for feedback