

Section I: Start Here

1. You have to sell stuff to make money. You need all the pieces. You need the stuff to sell - an offer. You need people to sell it to - leads. Then you gotta get those people to buy it - sales. Once you put all those in place, then you can make money.
2. "What should I sell?" Answer - an offer so good people feel stupid saying no.
3. Advertising, the process of making known, lets strangers know about the stuff you sell. Having lots of leads makes it hard to be poor.
4. First, it explains how advertising works. Second, it reveals the four core ways to get leads. Third, it shows you how to get other people to do it for you. Finally, it wraps up with a one-page advertising plan you can use to grow your business today.

Chapter #1: How I Got Here

1. Gym Launch: I'll fill your gym in 30 days for free. You pay nothing. I pay for everything. I sell new members and keep the first 6 weeks of membership fees as payment. You get everything else. If I don't fill your gym, I don't make money. You spend nothing either way.
2. When money meets experience the money gets the experience, and the experience gets the money.
3. Doing the thing that scared me most - giving away my secrets - led to the biggest breakthrough in my life.
4. "So after I call those leads, I'll start running ads. I'll post our success stories in a few gym groups to get leads from there. And I'll also tell the gyms I'll pay \$2000 cash for any gym they send that signs up. That gives us ad leads, content leads, and referral leads."
5. It made them more money than they paid for it. It delivered - in spades. Plus, they got to keep all the cash. They loved it. Referrals poured in.
6. *I cannot lose if I do not quit*

Chapter #2: The Problem This Book Solves

1. To make more money, you've gotta grow your business. You can only grow your business in two ways: 1) Get more customers 2) Make them worth more
2. You get more customers by getting: 1) More Leads 2) Better Leads 3) Cheaper Leads 4) Reliably
3. Bottom line: when you double your leads, you double your business.
4. Who am I looking to help?: My goal is to help you get to \$1,000,000 in profit per year
I don't sell coaching, masterminds, courses, or anything like that...I invest. I buy equity in growing, profitable, bootstrapped companies. Then, I use the systems, resources, and teams of all my companies to fast-track the growth of your company.

5. My Business Model: 1) Provide better free products than the marketplace's paid products. 2) Earn the trust of entrepreneurs who make over \$1,000,000 per year in profit. 3) Invest in those entrepreneurs to fast-track their growth. 4) Help everyone else for free, for good.
6. Acquisition.com's Mission To make real business accessible to everyone. Businesses solve problems. Businesses make the world better. There are too many problems for any one person to solve.

Section II: Get Understanding: Get the leads that make you money to show interest in the stuff you sell.

Chapter #1: Leads Alone Aren't Enough

1. Lead is a person you can contact. If you bought a list of emails, those are leads. If you get contact information from a website or database, those are leads. The numbers in your phone are leads. People on the street are leads. If you can contact them, they are leads.
2. Leads alone aren't enough. Want engaged leads: people who *show* interest in the stuff you sell. If someone gives their contact information on a website, that is an engaged lead. If someone follows you on social media and you can contact them, that is an engaged lead.
3. The leads showing interest are the leads that matter. Engaged leads are the true output of advertising.

Chapter #2: Engage Your Leads: Offers and Lead Magnets

1. Landing pages. Registration pages. Follow-up emails. Replay emails. Cart close emails. Presentation software. Website integration. Writing ads. Making ad creative. Figuring out where to put the ads. Who to show the ads to. Building a payment page. Processing payments.
2. They didn't want my webinar. But they did want my case study. This accidental discovery showed me how getting leads actually works...you have to give people something they want. The best part is it's easier than you think.

Lead Magnets Get Leads to Engage:

A lead magnet is a complete solution to a narrow problem. It's typically a lower-cost or free offer to see who is interested in your stuff. And, once solved, it reveals another problem solved by your core offer. This is important because leads interested in lower-cost or free offers now are more likely to buy a related higher cost offer later. A person who pays with their time now is more likely to pay with their money later.

Offers:

what you promise to give in exchange for something of value. Business promises to give its product or service in exchange for money. This is a core offer. If you advertise your core offer, then you go straight for the sale—the direct path to money.

Grand Slam Offers work for free stuff as much or better than they do for paid stuff. So make your lead magnet so insanely good people will feel stupid saying no. And yes, this means you may have a few insanely valuable offers (even if some are free). The business that provides the most value wins.

Seven Steps To Creating an Effective Lead Magnet

Step 0: If you're struggling to get leads, make an amazing lead magnet.

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

We just learned, when we solve one problem, a new problem reveals itself. If we can solve that new problem with our core offer, we've got a winner. This is because we solve this new problem in exchange for money.

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

2. Step 2: Figure out how to solve it

First, if your audience has a problem they don't know about, your lead magnet would make them aware of it. Second, you could solve a recurring problem for a short amount of time with a sample or trial of your core offer. Third, you can give them one step in a multi-step process that solves a bigger problem. All three solve one problem and reveal others.

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

Example: You do a posture analysis and show them what their posture should look like. You draw a clear line to what their pain free life would look like if their posture were fixed and how you can help.

b) **Samples And Trials.** You give full but brief access to your core offer. This works great when your core offer is a recurring solution to a recurring problem.

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

c) **One Step Of A Multi-Step Process:** You can give one valuable step for free and the rest when they buy. This works great when your core offer solves a more complex problem

Example: You give away free finance courses, guides, calculators, templates, etc. They are so valuable people really can do it all themselves. But, they also reveal the time, effort, and sacrifice of doing it all. So you offer financial services to solve all that.

Action Step: Pick how you want to solve your narrowly defined problem.

3. Step 3: Figure out how to deliver it: unlimited ways to solve problems.

a) **Software:** You give them a tool. If you have a spreadsheet, calculator, or small software, your technology does a job for them. Ex: I give away a spreadsheet or dashboard that gives a gym

owner all their relevant business stats, compares them to industry averages, then gives them a rank.

- b) Information: You teach them something. Courses, lessons, interviews with experts, keynote presentations, live events, mistakes and pitfalls, hacks/tips, etc. Anything they can learn from. Ex: I give away a mini course for gyms on how to write an ad.
- c) Services: You do work for free. Adjust their back. Perform a website audit. Apply the first layer of garage sealant. Transform their video into an ebook. Etc. Ex: I run gym owner's ads for free for thirty days.
- d) Physical Products: You give them something they can hold in their hands. A posture assessment chart, a supplement, a small bottle of garage door sealant, boxing gloves to get boxing gym leads, etc. Ex: I sell a book for gym owners called Gym Launch Secrets.

Action Step: As a thought exercise, think of a lead magnet and then a version of it for each delivery method. You always can, I promise. Then, pick how to deliver your lead magnet.

4. Step 4: Test what to name it

Leads have to notice your lead magnet before they can consume it. You test. Headline Tests, Image Test, Subheadlines. Small changes can make big differences. Make sure how you package it gets engagement and you give yourself a big head start.

Action Step: Test. If people engage in droves, you've got a winner.

5. Step 5: Make it easy to consume: People prefer to do things that take less effort.

- a) Software: You want to make it accessible on their phones, on a computer and in multiple different formats.
- b) Information: People like to consume things in different ways. Some people like watching, other people like reading, others like listening, etc. Make your solution in as many different formats as you can: images, video, text, audio, etc. Offer them all.
- c) Services: Be available at more times in more ways. More times of day. More days of the week. Via video call, phone call, in person, etc. The easier you are to get a hold of, the more likely people will become engaged leads to claim the free value.
- d) Physical products: Make it super simple to order and fast to get to them. Make the product itself fast and easy to open. Give simple directions on how to use the product.

Action Step: Package your lead magnet in every way you can. It dramatically increases how many engaged leads come your way. And more leads engaging with your lead magnet means more leads getting value from it. This is huge.

6. Step 6: Make it darn good

Give Away The Secrets, Sell The Implementation. So you want your lead magnet to provide so much value people feel obligated to pay you. The goal is to provide more value than the cost of your core offer before they've bought it. But remember, people buy stuff based on how much value they think they'll get after they buy it. To provide them with value before they buy.

Action Step: 99% of people aren't gonna buy, but they will create (or destroy) your reputation based on the value of your free stuff. So, make your lead magnets as good as your paid stuff. Your reputation depends on it. Provide value. Stack the deck. Reap the rewards.

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

Call To Action (CTA) tells the audience what to do next.

What to do: CTAs tell the audience to call the number, click the button, give information, book the call. CTAs tell the audience how to become engaged leads. Clear, simple, and direct language. Not “don’t delay” but instead “call now.”

Reasons to do it right now: If you give people a reason to take action, more people will do it. Good reasons work better than bad reasons. Any reason (even bad ones) tends to work better than no reason at all.

a) Scarcity: Scarcity is when there is a limited amount of something. More likely to act right now. Draw attention to the natural scarcity in your business. Ex: “The most convenient class times fill up fast. Call now to get the one you want.”

b) Urgency: when people act faster because they have a short amount of time. Less time people have, the faster (more urgent) they tend to act. Ex: “Our July 4th promotion ends Monday at midnight, so if you want it, take action now.”

c) Fraternity Party Planner: Make Up A Reason. Fraternities don’t need a reason to party but they sure make up some doozies. “Margherita Monday!” “Toga Tuesdays” “Thirsty Thursday!” etc. Your reason doesn’t even have to make sense, and it will still get more people to act.

Harvard ran an experiment showing that people were more likely to let someone cut in line if they only gave a reason. The number of people that let others cut increased if the reason made sense (like scarcity and urgency). But any reason still works better than no reason.

Action Step: Give a clear, simple, action-oriented CTA. Then, give them a ‘reason why’ using scarcity, urgency, and any other reasons you can think of. And, do it often. Don’t be clever, be clear.

Conclusion:

Even if your lead magnet costs money to deliver, it should still lower your cost to get a new customer. This is because more engaged leads means more chances to get customers. And the extra customers more than cover your costs.

By delivering value before they buy, you get ten times more engaged leads for the same cost. Goal is to print money, not just make our “fair share.”

You attract more customers because your lead magnet is more valuable than other people’s. This translates into more strangers becoming engaged leads. It also translates into more sales because you provided value in advance. Win. Win. Win. Action Steps

Section II Conclusion: Good lead magnet does four things: 1)Engages ideal customers when they see it. 2) Gets more people to engage than your core offer alone 3)Is valuable enough that they consume it. 4) Makes the right people more likely to buy

Section III: Get Leads

Two Types of Audiences: Warm and Cold

1. Warm audiences are people who gave you permission to contact them. Think “people who know you” - aka - friends, family, followers, current customers, previous customers, contacts, etc.
2. Cold audiences are people who have not given you permission to contact them. Think “strangers” - aka - other peoples’ audiences: buying contact lists, making contact lists, paying platforms for access, etc.

Two Ways To Communicate: One to One (Private), One to Many (Public)

1. Private communication is when only one person gets a message at a time. Think “phone call” or “email.”
2. If you announce something publicly, many people can get it at the same time. Think “social media posts” or “billboards” or “podcasts.”

Automation just means some of the work is done by machines.

Outline

1. 1-to-1 to a Warm Audience = Warm Outreach
2. 1-to-many to a Warm Audience = Posting Content
3. 1-to-1 to a Cold Audience = Cold Outreach
4. 1-to-many to a Cold Audience = Paid Ads

Chapter #1: Warm Outreach

1. Choice: I could either quit my job and go to business school, or I could quit my job and start a business.
2. Last part: a way to communicate with people is the most important part. It's how you get leads

How Warm Reach Outs Works

1. Warm reach outs are when you make one-to-one contact with your warm audience - aka - the people who know you. Everybody knows somebody
2. Warm reach outs usually come in the form of calls, texts, emails, direct messages, voicemails.
3. You let them know about your lead magnet (something free and valuable), or you let them know about your core offer (the main thing you sell).

How To Do Warm Reach Outs in 10 Steps

1. (Step 1) “But I don’t have any leads...” → Everyone Has A List
Add up all your contacts from all the platforms.
2. (Step 2) “But I don’t know where to start...” → Pick A Platform

Pick the platform you have the most contacts on. Phone, email, social media, mail, carrier pigeon, etc.

3. (Step 3) "But what do I say?" → Personalize your greeting

Use something you know about the contact as your actual reason to reach out. Ex: Saw you just had a baby! Congrats! How is the baby doing? How are you?

4. (Step 4) "Now what?" → Reach. Out. To. One. Hundred. People. Every. Day.

"To get what you want, you have to deserve what you want."

Reach out to 100 of them per day with your personalized messages. You'll call, text, email, message, send a postcard, etc. And you will reach out to them up to three times. Once per day for three days* or until they respond. Whichever comes first.

5. (Step 5): "What do I say when they respond?" → Act like a human

a) Acknowledge what they said: Restate it in your own words. This shows active listening. Ex: Two kids. And you're an accountant...

b) Compliment them on whatever they tell you. Tie it to a positive character trait if you can. Ex: ...Wow! Supermom! So hardworking! Managing a full-time career and two kids...

c) Ask another question. Lead the conversation in whatever direction you want. In this case, to a topic closer to your offer. Examples: Therapy/Life Coaching: ...Do you get time for yourself? ACA framework is great because it helps you talk to anyone.

People love talking about themselves. So let them. They also love to be complimented, so do that too. And if people feel good when talking to you, they'll like and trust you more. You want people to like and trust you more

6. (Step 6) "How do I know if they're interested?" → Make them an offer.

a) Dream Outcome: what the person wants to happen, the way they want it to happen State the best possible results your product can get. Big bonus points if those results come from people like the one you're talking to.

b) Perceived Likelihood of Achievement: how likely they think it is for them to achieve their goal Include results, reviews, awards, endorsements, certifications, and other forms of 3rd party validation. Also, guarantees are huge.

c) Time Delay: how long they believe it'll take to get results after they buy Describe how fast people start getting results, how often they get results when they start, and how long it takes to get the best results possible.

d) Effort and Sacrifice: The bad stuff they'll have to endure and the good stuff they'll have to give up in their struggle to get the result. Show them the good stuff they can keep doing, or get to do, and still get results. And show them the bad stuff that they can get rid of, or avoid doing, and still get results.

The goal is to maximize the first two and minimize the second two. You have exactly what they want, They're guaranteed to get it Insanely fast. Without lifting a finger or giving up anything they love.

We're not asking them to buy anything. We're asking if they know anyone. This entire thing is engineered to boost their perceived likelihood of achievement. It's why we show struggles and results from people like them who have struggles like theirs. But, we let them connect the dots. Some people will show interest in your stuff. Some will refer you to those who might. Some will do both. In all three outcomes, you win. And you win without pushing anything on anyone.

7. (Step 7) "How do I get them to say yes?" → Make it easy for them to say yes. Make it free
 - a) Start with the easiest offer enhancer in the world- FREE:
 - b) And don't try to look advanced if you're not. People aren't dumb. Just be honest and keep it simple
 - c) Since I'm only taking on five people, I can give you all the attention you need to get brag-worthy results. And I'll give it all for free so long as you promise to: 1) Use it 2) Give me feedback and 3) Leave a killer review if you think it deserves one. Does that sound fair?
 - d) whenever you launch a new product or service - make the first five free.
 - # You get the reps in and become comfortable with making offers to people.
 - # People are far more forgiving when you haven't charged anything.
 - # You suck less by doing more.
 - # If people get value, especially for free, they're far more likely to: a. Leave positive reviews and testimonials. b. Give you feedback. c. Send their friends and family.
 - e) free customers can make you money in three other ways:
 - # They convert into paying customers.
 - # They send you paying customers via referrals.
 - # Their testimonials bring in paying customers.
 - f) The most expensive part of what you sell isn't the price-it's the hidden costs.
Hidden costs are the time, effort, and sacrifice it takes to get results from the thing you sell (the bottom part of the value equation)
If you struggle to give your stuff away for free, it means either people don't want it (dream outcome), they don't believe you (perceived likelihood of achievement) or the hidden costs (time, effort and sacrifice) are too high. In short, your 'free stuff is too expensive.
when someone says "no" ask "why?": "What would I have to do to make it worth it for you to continue?"
 - g) Yeses give me an opportunity. Nos give me feedback. Either way, I win.
8. (Step 8) "What Do I Do Once I've Reached Out To Everyone?" → Start Back At The Top

promise, five or more people will have accepted your free offer. And some will have converted into paying customers. If you did a good job, they'll send friends, and they'll become paying customers too.

9. (Step 9) "But I can't work for free forever..." → Start Charging.

Once people start referring, start charging. Charge more as you get more experienced - a nice reward

10. (Step 10) "But what do I do from here?" → Keep your list warm

a) Give regular value to your list through email, social media, etc. to keep it warm. A warm list stays primed for your warm reach outs in the future.
b) Are you still looking to ...buy your dream home? ...get more sales leads? ...tone up your arms? ...open an online store? ...start a YouTube channel?
c) You make the ask to see who replies - aka - engaged leads. And these replies should be your top priority for warm reach outs.
d) The main point is that a warm list is a huge asset because it's a consistent and growing source of engaged leads. If you treat them well, your audience will feed you forever.

11. Benchmarks: How well am I doing?: We want to get rich, not just "get by."

12. What's Next?:

Warm reach outs have two limitations. The first is time. When you're starting out, getting new customers should take the majority of your time. Should be the first thing you do when you get up. And you shouldn't stop until you achieve your goal. Embrace the work. It will be part of the story you tell one day.

The second limiter is the number of people who know you. You'll eventually "run out." We add the second of the core four advertising activities: posting free content

Chapter #2: Post Free Content Part I

1. If someone is making more money than you, they are better at the game of business in some way. Take it as good news. It means you can learn from them. Don't think they had it easy.
2. The content you create isn't the compounding asset - the audience is. So even though the content may disappear in time, your audience keeps growing. Building an audience is the most valuable thing I've ever done.
3. On my first call, he told me to post regularly on every platform. So, that's what I did. Twelve months later, my audience grew by more than 200,000 people. On my second call, he noted the progress. But I wanted more, "Do you have a blueprint for your personal branding? How do you put out all that content?" He said, "Bro, anyone telling you there's some secret is trying to sell you something. We just put out as much as we possibly can. Pull up your Instagram and pull up my Instagram... Look. You've posted once today. I posted three times. Pull up your LinkedIn... Look."

You posted once this week. I posted five times today.” He went platform by platform. I grew more embarrassed with each comparison.

How Building An Audience Works - You Post Great Free Content

1. Warm reach outs don’t get a lot of engaged leads for the time we invest. If we want to reach ten people, we have to repeat ourselves ten times. Lots of effort. By posting free content, we can say it once and reach all ten. So, posting free content can get a lot more engaged leads for the time we invest. Hooray
2. The more they share your stuff, the larger your warm audience gets. If your offer has enough value, they’ll take it. When they do, you make money. And the bigger the audience, the more money you make.
3. Look at it this way: Posting free content grows your warm audience. So constantly posting free content means you’ll have a constantly growing audience of people more likely to buy your stuff. Free content makes all other advertising more effective. If you reach out to someone and they can’t find content related to your services, they’re less likely to buy. On the other hand, if they find lots of valuable content, they are more likely to buy
4. Posting free content is not all sunshine and rainbows. It has tradeoffs. First, it is more difficult to personalize your message. So fewer people respond. Second, you compete with everyone else posting free content. This makes it harder to stand out. Third, if you do stand out, people will copy you. This means you need to constantly innovate.
5. A bigger audience means more engaged leads. More engaged leads means more money. More money means you more happy. First, we demystify audience growing content by showing it’s all made of the same basic units. A content unit has three components - Hook, retain, and reward. Second, how linking basic units together will make audience-growing content for any platform or media type.

The Content Unit - Three Components

1. All audience-growing content does one thing - it rewards the people consuming it. And a person can only get rewarded by the content if they: 1) Have a reason to consume it and 2) Pay attention long enough to 3) Get that reason satisfied.
2. a) Hook attention: get them to notice your content. b) Retain attention: get them to consume it. c) Reward attention: satisfy the reason they consumed it to begin with. The smallest amount of material it takes to hook, retain and reward attention is a content unit.
 - 1) Hook: They cannot be rewarded unless we first get their attention. The objective: We give them a reason to redirect their attention from whatever they are doing towards us. The effectiveness of your hook is measured by the percentage of people who start consuming your content. So if you hook attention well, many people will have a reason to consume your content. Remember, this is a competition for attention. We have to beat every alternative they have to win theirs. Make yourself the best option. We increase the

percentage of people who pick our content by picking topics they find interesting, headlines that give them a reason, and matching the format of other stuff they like

1. Topics: Topics are the things you make your content about.. The easiest way to differentiate is to say something no one else can say. And no one else has lived your life but you. I divide topics into five categories: Far Past, Recent Past, Present, Trending, and Manufactured.
 - a) **Far Past:** The important past lessons in your life. Connect that wisdom to your product or service to provide huge value to your audience. Example: A personal lesson where I broke my belief that “I don't have enough time”: 1) Hook: I complained to a friend that I didn't have enough time to do something while glued to my phone. 2) Retain: They yanked it out of my hands and looked at its usage. It showed I spent three hours per day on social media. 3) Reward: They looked back at me and said, “Hey, I found you some time. It's a simple story other people can relate to. This makes it an interesting topic to more people. valuable for my audience – people starting, growing, and selling their businesses.
 - b) **Recent Past:** Any time you speak with somebody, there's a chance your audience can get value from it. Look at all your conversations with warm reach outs. There's gold in these conversations. Tell stories from them that would serve your audience.
 - i) This tweet came from a meeting I had with a portfolio CEO that was just copying the same offer everyone else in his market was making and was getting subpar results. ii) This means taking notes, recordings, and other records to make that stuff easy to access. But it also means a free, easy, and valuable stash of content. iii) Testimonials and case studies fall in this category. If you can tell a cool client story in a way that provides value to your audience, you'll both promote your services and provide value. Win-win.
 - c) **Present:** Write down ideas at the exact time they come to you. Always have a way to record your ideas in arms reach
note my ideas publicly: I used to keep ideas to myself. Now, I tweet them publicly as they happen. If a post does better than normal, I know it's something people find interesting. Then, I make more stuff on that topic.
 - d) **Trending:** Go where the attention is. Look at what's trending right now and make stuff about it. Talking about trendy stuff is very effective for gaining the attention of a broader audience.
 - e) **Manufactured:** Pick a topic people find interesting. Then, learn about it, make it, or do it. Then, show it to the world. This costs the most time and effort since you have to create the experience versus talking about one you already had. But, it can have the biggest payouts. i) Example manufactured experience: I lived on \$100 for a month. Here's how. Now I don't live that way, but I could manufacture that experience then make content about it.
- Action Step:** Life happens–profit by sharing yours.
2. Headlines: A headline is a short phrase or sentence used to grab the audience's attention. It communicates the reason they should consume the content.

- a. **Recency** - As recent as possible, quite literally the ‘new’s
Example: People pay attention to something that happened an hour ago more than a year ago.
 - b. **Relevancy** - Personally meaningful
Example: Nurses pay more attention to stuff that affects nurses compared to stuff that affects accountants.
 - c. **Celebrity** - Including prominent people (celebrities, authorities, etc.).
Example: Normally, we wouldn’t care what another human has for breakfast every day. But if it’s Jeff Bezos, we do. Since he’s a celebrity, many people care.
 - d. **Proximity** - Close to home – geographically
Example: A house on fire across the country doesn’t get your attention. If it’s your neighbor, it sure does. Make it as close to home as possible.
 - e. **Conflict** - of opposing ideas, opposing people, nature, etc.
Example: Pineapple vs no Pineapple on pizza? Conflict! Example: Freedom vs Security. Justice vs Mercy.
 - f. **Unusual** - odd, unique, rare, bizarre
Example: Think of a six-fingered man at the old time circuses. If it’s outside of the norm, people pay more attention.
 - g. **Ongoing** - Stories still in progress are dynamic, evolving, and have plot twists.
Example: If someone goes into labor, people want updates every ten minutes because anything could happen.
- Action Step:** Include one or more of these components to give yourself meatier attention-grabbing headlines.
3. Format: Once we have a good topic and communicate it with a headline using one or more components, we need to match our format to the best content on the platform. People consume content because it’s similar to stuff they’ve liked in the past. This is because formatting depends on the audience you want to hook and the platform your audience is on.
Bottom Line: You’ve gotta make your content look like what they expect will reward them. better looking content will hook them before yours even has a chance.
Action Step: Format your content for the platform first. Then, tweak it so it hooks your ideal audience. Use the best content on the platform that targets your market as your guide.
Always following these basics will already put you in the top 1%.
- 2) Retain
- My favorite driver of retention is curiosity. People want to know what happens...next. My favorite way to get the audience curious is to embed questions in their minds. Unresolved questions can be explicit or implicit.

1. **Lists:** Lists are things, facts, tips, opinions, ideas, etc. presented one after the other. Good lists in free content also follow a theme. Lists can have just about anything on them in any order you want.

Example: “7 Ways I invested \$1000 in my 20s That Paid Off Big”

2. **Steps:** Steps are actions that occur in order and accomplish a goal when completed. Provided the early steps were clear and valuable, the person will want to know how to do them all to accomplish the overall goal. Steps are actions that must be done in a specific order to get a result.
Example: “The Morning Routine That Boosts My Productivity”

3. **Stories:** Stories describe events, real or imaginary. And stories worth telling often have some lesson or takeaway for the listener. You can tell stories about things that have happened, might happen, or will never happen. All three drive curiosity because people want to know what happens next.

Ex: “My journey from sleeping on the bottom floor of a gym to the top floor of a 5-star hotel.”

Action Step: Use lists, steps, and stories to keep your audience curious. Embed questions in their minds to make them want to know what happens next.

3) Reward

1. Anyone can think of cool hooks and organize their content using lists, steps, or stories.
2. But the real question is - is it good? Does it satisfy the reason they watched to begin with? Does it make people want to share it? How good your content is depends on how often it rewards your audience in the time it takes them to consume it. Think value per second.
3. There is no such thing as too long, only too boring.
4. Increase the chance reward
 - a) Hooking the right audience with proper topics, headlines, and formatting
 - b) Retaining them with lists, steps, and stories to get them curious and wanting more
 - c) Clearly satisfying the reason the content hooked them to begin with.
5. Example: If your hook promises “4 Marketing Strategies Dentists Can Use” and they can’t use them, they will not share it or watch your content in the future. You did a bad job of rewarding.
6. Bottom line: So no matter how good you think your content is, the audience decides. Rewarding your audience means matching or exceeding their expectations when they decide to consume your content. Here’s how you know if you succeeded: your audience grows. If it’s not growing, your stuff isn’t that good. Practice and you’ll get better.

Action Step: Provide more value than anyone else. Make good on your promises. Clearly satisfy the hook you used to get their attention. In other words, completely answer the unresolved questions you embedded in their minds

1. The smallest amount of material it takes to hook, retain and reward attention is a content unit. So to create a longer piece of content, we simply link content units together.

2. Shorter content hooks, retains, rewards fewer times. Suggest starting with shorter versions. You'll have an easier go of it.
3. Once you understand how to make a content unit, all you have to do is more. Then, your audience will grow. And once your audience grows big enough, you may want to monetize it.

Chapter #3: Post Free Content Part II Monetize Your Audience

“Give-give-give, give-give-give, until they ask”

1. First, we talk about how we can make offers and not be a spam monster - mastering the give : ask ratio.

Mastering the Give : Ask ratio:

1. simplifies the idea of giving to your audience many times before making an ask. You deposit goodwill with rewarding content, then withdraw from it by making offers.
2. Because the more you reward your audience, the bigger it gets. So if you want to grow an audience, give far far more than you ask.
3. Give until they ask. People are always waiting for you to ask for money. And when you don't, they trust you more. They share your stuff more. You grow faster. If you give enough, people start asking you
4. Bottom Line: The moment you start asking for money is the moment you decide to slow down your growth. So the more patient you are, the more you will get when you finally make your ask
5. Action Step: Give give give give give until they ask

How To Make Money From Content: Ask

1. Integrated: You can advertise in every piece of content so long as you keep your give : ask ratio high. You will continue to grow your warm audience and get engaged leads. Win-win.
2. Action step: I most commonly integrate the ‘asks’ - aka - CTAs after a valuable moment or the end of the content piece. Consider trying one of those places first - and make sure your audience growth doesn't slow. Then add in the second and so forth
3. Intermittent: The second way you can monetize is through intermittent asks. You make many pieces of content of pure ‘gives’ then occasionally make an ‘ask’ piece. Example: You make 10 ‘give’ posts, and on the 11th, you promote your stuff.

The difference between the first way and the second way depends on the platform. On short platforms, the intermittent way will dominate. On long-form platforms, integrations are often your best bet. When you make your ask, you either advertise your core offer, or you advertise your lead magnet.

4. Lead Magnet Example: If I just talked about a way to get more leads on a post/video/podcast/etc., I would then say, “I have 11 more tips that have helped me do this. Go to my site to grab a pretty visual of them.” And as long as I have an audience that wants to get more leads, this will get some of them to engage.

5. Offer Example: You can also ‘go for the jugular’ with your core offer and go straight for the sale.
6. Action Step One: Pick whether you integrate it or make an intermittent ask. Then, pick whether you’ll advertise your core offer or lead magnet. If you’re not sure, do the lead magnet. It’s lower risk.

How to Scale It

1. There are two opposing strategies to scale your warm audience. First, you have the depth-then-width approach. Then, you have the width-then-depth approach. Both are right.
 2. Depth then width: Maximize a platform, then move onto the next platform.
 - Step #1: Post content on a relevant platform.
 - Step #2: Post content regularly on that platform.
 - Step #3: Maximize quality and quantity of the content on that platform. Short form, you may sometimes be able to get up to ten times per day per platform. Long form, you may have to get up to five days per week (see soap operas).
 - Step #4: Add another platform while maintaining the quality and quantity on the first platform.
 - Step #5: Repeat steps 1-4 until all relevant platforms are maximized.
 - Advantages: Once you figure out one platform, you maximize your return on that effort. Audiences compound faster the more you do. You take advantage of this compounding. Fewer resources are required to make this work.
 - Disadvantages: You have less low hanging fruit of new platforms and new audiences. You don’t accomplish the feeling of ‘omnipresence.’ In the beginning, you risk your business being reliant on a single channel. This is a risk because platforms change all the time and sometimes ban you for no reason.
 3. Width then depth: Get on every platform early, then maximize them together.
 - Step #1: Post content on a relevant platform.
 - Step #2: Post content regularly on that platform.
 - Step #3: Here’s where this strategy differs from the one before. Instead of maximizing your first platform. Move onto the next relevant platform while maintaining the previous.
 - Step #4: Continue until you are on all relevant platforms.
 - Step #5: Now, maximize your content creation on all platforms at once.
 - Advantages: You reach a broader audience faster. And, you can “repurpose” your content. So with a little extra work, you can capture tons of efficiency. With minimal changes to the format, you can make the same content fit multiple platforms. For example, it takes little extra effort to format a single short video across all platforms distributing short video content.
 - Disadvantages: It costs more labor, attention, and time, to do this well. Oftentimes, people end up with lots of bad content everywhere.

If you already have a sizable business, scale up faster and reap the rewards of an asset that only gets better with time. The best day to start posting content was the day you were born. The second best day is today

Action Step: Pick an approach. Start posting. Then, go up the scaling steps over time

Why You Should Make Content (even if it's not your primary advertising strategy)

1. Your free content gives strangers an opportunity to find, get value from, and share your stuff. And, it warms people on the fence that go to and come from the cold audience methods we dive into next. So even if it's hard to measure, free content gets you better returns on all advertising methods.
2. Bottom line: Start making content relevant to your audience. It will make you more money.

7 Lessons I've Learned From Making Content

1. Switch from "How to" to "How I." From "This is the best way" to "These are my favorite ways" Talk about what you've done, not what others should do. What you like, not this is the best. When you talk about experience, no one can question you.
Eg: How I Built My 7-Figure Agency vs. How To Build a 7-Figure Agency.
But when you tell your experience, you are sharing value. When you tell a stranger what to do, it's hard to avoid coming off preachy or arrogant. This helps avoid it.
2. We Need To Be Reminded More Than We Need To Be Taught: You're a silly goose if you think 100 percent of your audience listens 100 percent of the time. Keep repeating yourself. You'll get bored of your content before your whole audience even sees it.
3. Puddles, Ponds, Lakes, Oceans: Narrow the focus of your content. The audience will listen to people with better track records than you. But you can narrow your topics to what you do and the place you do it. Example: plumbing in a certain town. If you do that, you can become king of that puddle. Over time, you can expand your plumbing puddle to the general local business pond. Then the lake of brick & mortar chains and so forth. Then eventually, the ocean of general business.
4. Content Creates Tools For Salespeople: Create a master list of your "greatest hits." Label each 'hit' with the problem it solves and the benefit it provides.
5. Free Content Retains Paying Customers: How a customer gets value from you matters less than where they got it. If your free content is valuable, they will like you more and stay loyal to your business longer. Somebody who buys your stuff is more likely to consume your free content. This is why it's so important to make your free content good - your customers will include it in how they calculate their ROI from your paid thing.
6. People don't have shorter attention spans, they have higher standards: There's no such thing as too long, only too boring. Our biology hasn't changed, our circumstances have. They have more rewarding stuff to choose from. So make good stuff people like and reap the rewards rather than whining about people's "short attention spans."

7. Avoid Pre-Scheduling Posts: When you manually post, you know that within seconds you will be rewarded or punished for the quality of the content. Because of that close feedback loop, you try *that much harder* to make it better.

Benchmarks - How Well Am I Doing?

1. Total followers and reach - How big
 - a) Follower Example: If I go from 1000 followers across all platforms to 1500, I grew my audience by 500.
 - b)Reach Example: If I go from 10,000 people seeing my stuff to 15,000 people seeing my stuff, I grew my reach by 5,000 people.
2. Rate of getting followers and reach - How fast (You compare the growth between months)
 - a) Example: If I gained those 500 followers in a month, that would make it a 50% growth month. ($500 \text{ New} / 1000 \text{ Started} = 50\% \text{ growth rate}$).
 - b)Example: If I reached those 5000 extra people in a month, that would make it a 50% growth month. ($5000 \text{ New} / 10,000 \text{ Started} = 50\% \text{ growth rate}$)
3. We can only control inputs. Measuring outputs is only useful if we are consistent with inputs. So, pick the posting cadence you want to stick with on a particular platform. Then pick your 'ask' cadence on that platform (how you will direct people to become engaged leads). Then, start, and...Do. Not. Stop.
4. "The more ways you measure, the more ways you can win." Be consistent. Measure a lot. Adapt to feedback. Be a winner. Everyone starts at zero. You just gotta give time, time.

Your First Post

First post you make, you can make an ask. Don't be afraid of what other people think. If someone won't speak at your funeral, you shouldn't care about their opinion while you're alive. Honor the few who believe in you by having courage.

So What Do I Do Right Now?

Posting free content is less predictable than, but complementary to, warm reach outs. So keep doing warm reach outs. Also, posting free content grows your warm audience. And a bigger warm audience means more people for warm reach outs. So free content gets engaged leads on its own and keeps getting engaged leads through warm reach outs. Instead of ditching one for the other, I recommend you post free content in addition to warm reach outs.

Next Up

1. First, we start with warm outreach. We reach out to every person we have permission to contact. Second, we post publicly about the successes and lessons we have from our first clients. We post testimonials. We provide value. Then occasionally ask. We commit to doing both of these activities every day.
2. We begin reaching out to strangers. This begins the third step in our advertising journey: cold outreach.

Chapter #3: Free Goodwill

“He who said money can’t buy happiness hasn’t given enough away.” – Unknown

1. People who give without expectation live longer, happier lives and make more money.
2. Would you help someone you’ve never met if it cost you nothing, but you didn’t get credit?: Who is this person you ask? They are like you. Less experienced, wanting to make a difference, and needing help, but not sure where to look.
3. If you provide something of value to another person, it makes you more valuable to them. If you’d like goodwill straight from another entrepreneur - and you believe this book will help them - send this book their way.

Chapter #4: Cold Outreach How To Reach Out To Strangers To Get Engaged Leads

“Quantity has a quality all of its own” - Napoleon Bonaparte

Cold outreach generates millions per month for our businesses. Cold calls....Cold emails....Cold Direct Messages....Voicemails. Everything. But, piece by piece, we built a reliable customer-getting machine.

How Cold Outreach Works

1. We advertise to people who don’t know us. Cold audiences.
2. Cold outreach has one key difference from warm outreach: trust. Strangers don’t trust you.
3. Result. We find lots of ways to contact the most qualified strangers. We reach out to a lot of them in a lot of ways a lot of times. Then, we overwhelm them with value upfront to get them to show enough interest to move forward.
4. The more people you reach out to the more engaged leads you get.

Problem #1: “But how do I contact them?” →Build a List

1. Step #1 Softwares: I subscribe to as many softwares as I can that scrape leads from different sources. I search them all based on my criteria. If the contact information is up to date, the leads are responsive, and they are the type of person the software claims them to be. Then get as many leads as the software will give me
2. Step #2 Brokers: Go to multiple list brokers and ask them to make me a list based on my audience criteria.
3. Step #3 Elbow Grease: Join groups and communities that I think have my audience. When I find people that meet my qualifications, I check to see if they have ways to contact them in the group’s directory
4. Action Step: Find your scraping tool by searching “outbound leads scraping tool” or “database lead scraping.” Find brokers the same way. With a few clicks, you’ll find what you’re looking for. Put your first 1000 names together. If you have more time than money, you might want to start at step three since it only costs time.

Problem #2: “I have my list, but what do I say to them?” →Personalize, Then Give Big Fast Value

2 important factors I emphasize to get strangers to engage: personalization and big fast value.

1. **They Don't Know Us→Personalize (Act Like You Know Them):** The best way to do that is to actually know something about the person you are contacting. In essence, we want our cold reach out to look like a warm reach out. Personalization is what gets your foot in the door to get the sale. People like people who like them. Even if someone doesn't know you, they'll give you more time if you know something about them. Even if someone doesn't know you, they will appreciate the time you took to research them before contacting them. This tiny effort goes a long way.
Action step: Do a little research on each lead before you send them a message. We can do this ourselves, pay people to do it for us, or use software. Batch this work. Then, use your notes to figure out the first thing you'll open with to feel more familiar.
2. **They Don't Trust Us→Big Fast Value.** The key difference between people who know you and strangers is...strangers give you far less time to prove your worth. make your life easier by “giving away the farm.” We’re not trying to tickle their interest, we’re trying to blow their minds in under thirty seconds.
If your offer/lead magnet isn’t working for you, up the ante. Keep offering more until you make it so good they feel stupid saying no. They either buy from you or have nice things to say about you. Win-win.
the goal is to demonstrate big value as fast as possible. Give yourself a downhill battle by giving away something crazy. Give away something for free people would normally pay for and they will want it. didn’t say, “so good they should pay for it,” I said, “stuff they actually pay for.”
Action Step: Provide the biggest fastest value you can afford to with your lead magnet or offer. Then, write your scripts. And don’t worry, I got your back there. To give you a headstart, I provide sample phone, email, and direct message scripts at the end of the chapter

Problem #3: “I’m not getting enough chances to tell people about my amazing stuff, what do I do?” → Volume

1. **Automated Delivery:** you get more engaged leads per unit of time. You have far more people who don’t know you than people who do.
 - a) Manual Examples: If it takes a person time to convey the message each time, it’s manual.
 - b) Automated Examples: You record your message one time and then send the same message to everyone.
2. **Automate Distribution:** encourage you to automate when ethical and available.
 - a) Manual examples: Dial each phone number. Click send on each email, direct message, text, etc.
 - b) Automated examples: Use a robot to dial multiple numbers at a time. Send a blast of 1000 emails, texts, voicemails at one time. Etc.

Don’t sacrifice personalization for scale. You get a higher response rate with personalized messages. The fewer leads you have, the less automation you should use.

Action Step: Embrace new technology. Allocate ten to twenty percent of your effort towards brand new untested technology. For example, if you make phone calls five days per week, try out a new dialer or tech one of the days and see how it does compared to your standard dialer.

3. **Follow up. More times. More ways:** same way with prospects. They are in danger of living life without your solution. Be a hero. Save them!

The more ways you try to contact someone, the more likely you are to contact them. People respond to different methods.

Contacting someone multiple times multiple ways shows them you are serious. And doing so quickly communicates you have something important to discuss. Curiosity increases because they fear they're missing out.

Remember, we're contacting complete strangers. Outreach takes more touch points with people who don't know you. So expect two to three conversations before a higher ticket sale. Shoot for less, but expect more when you start out.

Bottom line: Act like you're actually trying to get ahold of these people, rather than going through the motions, and you probably will.

Action Step: Contact each lead multiple times in multiple ways.

4. Second, once you finish contacting your list, start back at the top again. This actually works for three reasons. The more opportunities you give them to respond, the greater the chance they will.
Action Step: After you've attempted to contact them multiple times, multiple ways, wait three to six months. Then, do it again

Three Problems Strangers Create→Solved

1. Start with warm reach outs. Get some reps. Post some content to grow your warm audience. Get even more reps. Then, you'll be ready for cold reach outs.
2. Now, we solved the three core problems cold audiences create: finding the right list of people, getting them to pay attention to you, and getting them to engage. Victory

Benchmarks–How well am I doing?

The person who runs it (maybe you) has to know the metrics of the sales process like the back of their hand. Every single stat.

1. Phone Example: 100 Cold calls per day: 20% pick up rate: 25% people: 4 engaged leads
Once the amount of engaged leads that convert to customers makes me more than it costs to pay a cold outreach rep—I teach someone else to do it for me. You know you do well when you make at least three times the lifetime profit of a customer compared to what it costs you to get them.
2. Email Example: 100 Personalized emails: 30% open email: 10% interest reply: 3 engaged leads
3. Direct Message Example: 100 People: 20% people reply: 20 engaged leads
Make a personal video or record a personal voice memo, say their name and add one personal line before delivering my standard message.

This Sounds Hard, Why Bother?

1. You don't need to create lots of content or ads: You focus only on one perfectly crafted message you convey to all your prospects. Your only goal is to make that one message better every day.
2. Your competition won't know what you're doing: Everything is private. By that fact alone, you can continue to operate in secrecy. You are not educating your competitors about how you acquire customers.
3. It's incredibly reliable: All you have to do to get more is do more. A certain amount of input creates a certain number of responses. It becomes like clockwork, bringing a reliable flow of new engaged leads into your world. Ex: Let's say for every 100 emails, I get one customer. If I want 100 customers, I need to send 10,000 emails.
4. Fewer platform changes: Private communication is rarely subject to platform changes. Whereas public platforms change rules and algorithms every day. You gotta stay on top of rule changes to remain effective.
5. Compliance is less painful: Many platforms have stringent rules around claims you can make about the stuff you sell. Some also ban certain industries altogether (tobacco, firearms, cannabis, weight loss, etc.). With cold outreach, you don't need to deal with any of this. If you have a phone, you can make money. If you have an email account, you can get leads.
6. No spokesperson = Sellable business: If an investor can buy it from you without worrying your business will stop getting customers if you leave...your business is far more valuable.
7. Hard to copy: Even if someone wants to copy your entire cold outreach system, they'll often need to learn how to do each step. And, many steps are invisible. They don't know how you scrape your lists. They don't know how you personalize your messages. Once you have a head start, it compounds with time. It becomes very hard to catch you.

Chapter #5: Run Paid Ads Part I: Making An Ad

How To Publicly Advertise to Strangers

Advertising is the only casino where, with enough skill, you become the house.

How Paid Ads Work

1. Paid ads are a way to advertise one-to-many to cold audiences. In principle, if you paid enough money, you could get every person in the world to see your ad. And, if every person in the world saw your ad, someone would buy. *"how well can you make them work?"*
2. Start with the entire world as my audience (haystack) then narrow down to get a higher percentage of engaged leads (needles). First, I pick a platform that contains my ideal audience. Second, I use whatever targeting methods that exist within the platform to find them. Third, I craft my ad in a way that repels anyone else.
3. Paid ads give us four new problems to solve: 1) Knowing where to advertise 2) Getting the right audience to see it 3) Making the best ad for them to see 4) Getting permission to contact them

Step 1: "But where do I advertise?" → Find a platform where these four things are true

1. What I look for in a platform: I've used it and gotten value from it as a consumer. So I have some idea how it works. I can target people on the platform interested in my stuff. I know how to format ads specific to the platform (which I'll dive into in step three). I have the minimum amount of money to spend to place an ad.
2. Action Steps: Start with one platform that meets the four requirements. And start watching, listening, or reading ads on the platform as a first step to learning how to make one.

Step #2: "But how do I get the right people to see it?" → Target them

Specific is good. The right message to the wrong audience will fall on deaf ears. It doesn't matter how good your ads are. You have only one goal when targeting—get the highest number of people you think will buy your stuff to see your ad.

1. Target a lookalike audience: Modern platforms can show your ad to an audience that is similar to, and much bigger than, a list you provide. The bigger the list and the higher quality the contacts, the more responsive the lookalike audience will be.
2. Target with factors of your choosing: Targeting options include: age, income, gender, interests, time, location, etc. Basic filters on top of the platform-generated lookalike audience are a simple way to get more of the right people to see your ads. End result: more efficient ads.
The more filters you use, the more specific the list. The more specific the list, the more efficient your ads but the faster you will “burn” through it. However, this specificity sets you up to get more wins early on. The wins from smaller specific audiences now give you the money to advertise to larger and broader audiences later. This is how you scale.
3. Action Steps: Bring all your lead lists together into one place. Separate them by past and previous customers, warm outreach, and cold outreach. Eventually, you'll have a list of people that engaged with your paid ads by giving you contact information but didn't buy. That'll come in handy. Then, if the platform allows, use these lists in order of quality to create your lookalike audience. Then, if the platform also allows, add filters on top of your lookalike audience to target an even higher percentage of people to engage with your ad. If you are incapable of making a lookalike audience, then simply start by targeting interests.

Step #3 "But what should my ad say?" → Call Out + Value + Call to Action (CTA)

1. I want to consume the ads. I want to see how businesses do three things. 1) How they call out their ideal customers. 2) How they present the value elements. 3) How they give their audience a call to action
2. Consuming ads on purpose, with the core elements in mind, makes me a better advertiser. And it will make you a better one too.

1) Call Out: People noticing your ad is the most important part of the ad... by a lot. (I need to get them to notice my ad)

1. The purpose of each second of the ad is to sell the next second of the ad. And the headline is the first sale. “*After you’ve written your headline, you’ve spent eighty cents of your advertising dollar.*” Focus your effort front to back.
2. My advertising became 20x more effective when I focused the majority of my effort on the first five seconds. We need the audience’s eyes and ears just long enough for them to realize “this is for me, I’ll keep paying attention.” This “first impression” is the part of the ad I test the most.
3. A callout is whatever you do to get the attention of your audience.

Verbal Callouts

1. Labels: A word or set of words putting people into a group. These include features, traits, titles, places, and other descriptors. Ex: *Remote Workers* To be most effective, your ideal customers need to identify with the label.
 - a) People automatically identify with their local area. So with local ads, the more local, the better. A local ad with “LOCAL AREA + TYPE OF PERSON” callout is still one of my all-time favorite ways to get someone’s attention. Ex: Americans < Texans < Dallas Residents < Irving Residents.
2. Yes-Questions: Questions where if people answer “yes, that’s me” they qualify themselves for the offer. Ex: *Do you wake up to pee more than once a night?*
3. If-Then Statements: If they meet your conditions then you help them make a decision. If you were born between 1978 and 1986 in Muskogee Oklahoma, you may qualify for a class action lawsuit
4. Ridiculous Results: Bizarre, rare, or out of the ordinary stuff someone would want. Ex: *This woman lost 50 pounds eating pizza and fired her trainer* *The government is handing out thousand dollar checks to anyone who can answer three questions*
5. Callouts don’t have to be just words. They can also be noises or visuals in the environment. So if the platform allows, good advertisers use verbal and nonverbal callouts together.

Non-Verbal Callouts

1. Contrast: Any stuff that “sticks out” in the first few seconds. The colors.
 - a) A bright shirt almost always gets more attention than a black or dull shirt.
 - b) Attractive people almost always get more attention than plain looking people.
2. Likeness: Think visually showing labels–features, traits, titles, places, and other descriptors that people identify with.
 - a) People want to work with people who look, talk, and act in ways familiar to them. So if you serve a broad customer base use more ethnicities, ages, genders, personalities etc. in your ads. If you serve a narrow customer base (ex: medical devices for seniors), then use people who look like them.
 - i) Quack like a duck. If you want to attract ducks, look like a duck, walk like a duck, and quack like a duck. If you want to attract plumbers, dress like a plumber, talk like a plumber, be in a plumbing environment. Even with the same message, your ad will do far better if you look the part (or find people who do).

ii) If you see an ad for doctors, notice the spokesperson. What age are they? Gender? Ethnicity? Are they wearing a lab coat? A stethoscope? Are they in a medical facility? All these things get a specific type of person interested in health related products and services to pay more attention than they would have otherwise.

iii) Mascots also work well because they don't age, never ask for more money, and never take days off. Think Mickey Mouse for Disney. A mascot is a great way to create an enduring spokesperson for your business.

iv) Advanced: Whichever likenesses you choose to use, if it's not you, the business becomes less dependent on you and therefore more sellable. Plus, pretty people convert better anyways. Good news is, it doesn't cost much to get a pretty person to say stuff to a camera.

3. The Scene: Think showing the Yes-Questions and If-Then statements.

Ex: An ad with... a) A person tossing and turning in bed calls out people with sleep troubles.
b) A pear next to an hourglass can call out people with a pear shaped body.

Action Step: I'm always impressed with the clever and innovative ways advertisers call out their prospects. So instead of muting or hitting "skip ad" look for the call outs. Become a student of the game. My goal is that for the rest of your life when you see an ad you turn up the volume.

2) Get Them Interested

1. If people think an offer or lead magnet has big benefits and tiny costs, they value it. And they'll exchange money or contact information to get it. But if the cost outweighs the benefits, they don't value it, and they won't. So the best ads make the benefits look as big as possible and the costs look as small as possible.
2. A good advertisement, paid or not, uses clear and simple ways to answer the question: why should I be interested in your thing? It tells people why they should want your lead magnet or offer.
3. "*The customer isn't a moron. She's your wife.*" So you know what that means? Write to her. Ads cause the prospect to think questions to themselves. And a good ad answers those questions at precisely the time they think it.

What

1. Dream Outcome: A good ad will show and tell the maximum benefit the prospect can achieve using the thing you sell. It should align with the ideal prospect's dream outcome for that sort of product or service. Show the results they experience after buying the thing.
 - Opposite - Nightmare: A good ad will also show them the worst possible hassles, pain, etc. of going without your solution. In short - the bad stuff they'll experience if they don't buy.
2. Perceived Likelihood of Achievement: assume that even when we buy, there's a risk we don't get what we want. Lower perceived risk by minimizing or explaining away past failures, emphasizing the success of people like them, giving assurances by authority, guarantees, and how what you have to offer will at least give them a better chance of success than what they currently do, etc.

- Opposite - Risk: A good ad will also show them how risky it is to not act. What will their life be like if they carried on as they always have? Show how they will repeat their past failures and how their problems will get bigger and worse...
- 3. Time Delay: A good ad will also show them how slow their current trajectory is or that they'll never get what they want at their current rate
 - Opposite - Speed: To get things we want - we know we have to spend time getting them. A good ad will show and tell how much faster they will get the thing they want.
- 4. Effort and Sacrifice: A good ad will also show them the amount of work and skill they'll need to get the result without your solution. And, how they'll be forced to keep giving up the things they love and continue suffering from the things they hate. Or worse, that they work hard and sacrifice a ton right now... and have gotten...nowhere. In other words, they waste more time and money doing what they currently do than if they just bought our darn solution!
 - Opposite - Ease: To get things we want - we know we have to change something. But we then assume we have to do stuff we hate and give up stuff we love. And ease comes from a lack of needed work or skill. A good ad disproves the assumption. It tells and shows how you can avoid the stuff you hate doing, do more of the stuff you love doing, without working hard, or having a lot of skill and still get the dream outcome.

Who

1. Humans are primarily status driven. And the status of one human comes from how the other humans treat them. So if your product or service changes how other people treat your customer, which it does in some way, it pays to show how.
2. So we want to outline two groups of people. The first group is the people gaining status, your customers. The second group is the people giving it to them: Spouse, Kids, Parents, Extended Family, Colleagues, Bosses, Friends, Rivals, Competitors, etc.
3. We can apply each new who perspective to each value driver. This is how you get so many different stories, examples, angles, etc., to describe the benefits (more carrot and less stick).

When

1. People often only think of how their decisions affect the here and now. But if we want to be extra compelling (and we do), we should also explain what their decisions led to in the past and what their decisions could lead to in the future. We do this by getting them to visualize through their own timeline (past–present–future). This way, we help them to see the consequences of their decision (or indecision) right now.
2. Our next copy elements would contrast those with the good stuff that could happen (present and future) if they buy our thing. We use both towards good stuff and away from bad stuff then combine it with the past, present, and future of the prospect's life to create powerful motivators in our copy.

Putting the What, the Who, and the When together, we answer WHY they should be interested.

1. Their spouse (WHO) will perceive how fast (WHAT) they fit into ‘that suit your wife loves that didn’t fit but does now in the future (WHEN). Or, how their kids (WHO) month after month (WHEN) got more interested in eating healthy and tagging along during workouts (WHAT). Or, how they (WHO) catch a look at themselves in a reflection in the mall in a few months (WHEN) and realize ‘stuff actually fits me in this store’ (WHAT).
2. When we combine: everything we can to get the prospect going toward the four value drivers, while also getting them away from their opposites the many perspectives we can show them gaining status, and different timelines for each... ...This adds up to why they should be interested.
3. Action Steps: Get as many advertising angles with your offer as you can with the What-Who-When framework.

3) CTA - Tell Them What To Do Next

1. If your ad got them interested, then your audience will have huge motivation. Tell them exactly what to do next. S-P-E-L-L it out: Click this button. Call this number. Reply with “YES.” Go to this website. Scan this QR Code (wink). So many ads still don’t do this. Your audience can only know what to do if you tell them.
2. Make CTAs quick and easy. Easy phone numbers, obvious buttons, simple websites. So make your web address short and memorable:
3. Beyond these basics which most still forget, you can also use all the tactics like urgency, scarcity, and bonuses. So we can now pick a platform to advertise on, target who we show our ads to, make the ads they see, and tell them what to do next. All we have to do now is get their contact information.

Step #4 “How do I get their info?” → Get Permission To Contact Them

1. Favorite way to get contact information is a simple landing page. The simpler your landing page, the easier it is to test. Focus on the words and the image.
2. And make your landing pages match your ads: People click an ad because you promised them some benefit. So carry that same look and language over to your landing page. Make sure what you promised in your ad is what you deliver.
3. Get more people through more steps: Shows that people like to think of themselves as consistent. So, if you remind them of the action they just took (CTA), and show how taking the next action aligns with it, you’ll get more people to take the second action (Contact Info). For example, “Now that you just did A, you need to do B to get the most of A.” Or “Doing A makes you a ‘doing A’ kind of person. Doing A kind of people, do B.”
4. Action Step: Build your first landing page. I wasted four years feeling too scared to make a landing page. When I finally tried, I finished before lunch. Nowadays there are tons of “drag and drop” tools to build websites in minutes. And if you’re still worried about it, freelancers will build a site, probably using those same drag and drop tools, on the cheap. So just get it done.

Run Paid Ads Part I Conclusion

So, we pick the right platform and target the people within that platform that have the highest percentage of our audience. Once we do that, we have to get them to notice our ad. Once they notice it, they have to consume it to get a reason to take action now rather than later. We do that using the value equation. And demonstrate it in the past, present and future, from their perspective and the perspectives of the people they know. And once they have a reason to take action, they have to have a way to give us permission to contact them. That action turns them into an engaged lead.

1) Callouts (for them to notice it) 2) Value Elements (to give them reason to do something) 3) Calls to action (to give them a way to do it)

Chapter #6: Run Paid Ads Part II: Money Stuff

Efficiency matters more than creativity

1) “But how much do I spend on paid ads?” → The Three Phases of Scaling Paid Ads

Phase One :Track Money: Before spending a dollar on ads, set everything up so you can accurately track your returns.

Phase Two: Lose money: ‘investing in a money printing machine.’ You’re gonna lose money. In fact, I’ve lost money more times than I’ve made money running paid ads. But every time I make money with paid ads, I make back everything I lost, and then a bunch more. You might lose, nine or ninety-nine times in a row before you win big. But, to win big, you have to see the winners and double, triple, quadruple, 10x down on them

1. I budget two times the cash I collect from a customer in thirty days (not LTGP) when testing new ads.
2. It costs money to build an advertising machine

Phase Three : Print Money: If you’re making back more money than you spend - the answer is simple: spend as much as you can. So once ads break even or better, I reverse my budget from my sales goals. Reverse my daily ad budget from my lead-getting goal. Then, I commit to it. If the number terrifies you, then you’re doing it right. Trust the data. This is how you scale.

2) “How well am I doing?” - Cost & Returns - Efficiency Benchmarks

Efficient paid ads make more money than they cost.

1. Lifetime gross profit is all the money a customer ever spends on your stuff minus all the money it takes to deliver it. Ex: customer buys something for \$15 and it costs \$5 to deliver it, your gross profit is \$10.
2. Gross profit: actual money you use to acquire customers, pay rent, cover payroll, and everything else to run your business
3. LTGP is greater than CAC, you have profitable advertising. If it’s lower than CAC, you’re losing money.
4. Good LTGP to CAC ratio= above 3:1
5. Improving LTGP:CAC:

- a) Make CAC lower: Get cheaper customers. We do this with more efficient ads following the steps we just outlined.
 - b) Make LTGP higher: Increase how much you make per customer. We do this with a better business model
 - Prefer to do both
6. The cost to acquire customers, between competitors in the same industry, is much closer than you'd think . The difference between the winners and the losers is how much they make off each customer.
 7. Research your industry averages for the cost to acquire customers. If your CAC is below 3x your industry average (good), focus on your business model (LTGP). If your CAC is above 3x the average (bad), focus on your advertising (CAC).
 8. So once your cost is low enough, focus on your business model. Costs can only approach zero but how much you make can go up to infinity. Increasing advertising efficiency beyond a certain point is like trying to “save your way” to a billion dollars.

3) “My ads aren’t profitable, how do I fix it?” → Client Financed Acquisition

1. But... if your customer spends more than it costs you to get and fulfill them—in the first 30 days—then you have the funds to scale now and forever. I call this client financed acquisition.
2. I pick thirty days because any business can get interest free money for thirty days in the form of a credit card. And if we make more than the cost to get and fulfill the customer in the first thirty days, we square our balance. Now, we have zero debt and a new customer which we can keep profiting from forever. Then, we repeat the process. Money is no longer your bottleneck. This is the key to limitless scale. I repeat the same image above so you can reference it.
3. We have a cash flow problem. I immediately sell them more stuff.
4. If I cover the cost to get and fulfill a customer in the first thirty days I can pay off my card, then do it again. It’s how I’ve scaled every company I’ve started for the past seven years past \$1M/mo in the first twelve months - without outside funding. With efficiency out of the way, creativity is your only limit.
5. Bottom Line: Figure out a way to get your customers to pay you back in the first thirty days so you can recycle your cash to get more customers.

4) Personal Lessons from Paid Ads

1. Don’t Confuse Sales Problems With Advertising Problems: If your engaged leads have the problem you solve and the money to spend, and they’re not buying, then your ads work fine—you have a sales problem.
2. Your Best Free Content Can Make The Best Paid Ads. Some of the best paid ads I’ve ever run came from free content. If you make a free content piece that generates sales, or performs very well, nine times out of ten it’ll make a great paid ad.

a. User Generated Content (UGC). If you can get your customers to create testimonials or reviews using your product, post them. If they perform well as free content, they often make killer ads too. Having a system in place to encourage these public posts from customers is my favorite way of getting a steady stream of potential ads. And - the best part is - it's no extra work.

3. If You Say You Suck At Something, You Will Probably Suck At It:

Your Turn

1. Spend the gosh darn money. Rip off the bandaid. As soon as you do - you're no longer an observer, you're in the game.
2. Once you have put all these pieces together, it's time to send it. Spend money. Start with an acceptable amount of money you are willing to lose each month. Expect to lose it. You won't be earning, you'll be learning

Paid Ads Part II Conclusion: Paid ads are the fastest way to scale how many leads you get.

Chapter #7: Core Four On Steroids: More Better New

"If at first you don't succeed, use force."

There are more leads out there than you can possibly imagine. I've used a framework to unlock those leads over and over again and now you can use it too.

How To Get Even More Leads: More Better New

1. First, you reach out to people who know you. Then, you start making free content. Then you start reaching out to people who don't know you. Then you start running paid ads. This is how you do the core four to get engaged leads.
2. 1) You can do more of what you're currently doing. 2) You can do what you're currently doing better. 3) You can do it somewhere new
3. More, Better, New Strategy

1) More

1. Crank up the volume to your max capacity
2. Even with no improvements at all, if you double your inputs, you'll get more engaged leads. Make twice the reach outs, post twice the content, run twice the ads, double the ad spend, etc. You won't regret it.
3. So while we'll always focus on testing to make ourselves better, which we'll get to in a moment, the biggest increases often come from advertising more
4. Here's how I do more: The Rule of 100: You advertise your stuff by doing 100 primary actions every day, for one hundred days in a row.
5. Warm Reach Outs: 100 reach outs per day Example primary actions: email, text, direct message, calls, etc.

6. Post Content: 100 minutes per day making content. Release at least one per day on a platform. As you get better, post even more. Example primary actions: short and long videos or articles, podcasts, infographics, etc.
7. Cold Reach Outs: 100 reach outs per day Example primary actions: email, text, direct message, cold call, flyers, etc. As with all cold advertising, expect lower response rates, so use automation.
8. Paid Ads: 100 minutes per day making paid ads Example primary actions: direct response media ads, direct mail, seminar, podcast spots, etc. 100 days straight of running those paid ads. Use the daily budget we calculated together in the paid ads chapter. Aim for Client Financed Acquisition.

2) Better

1. Getting better gets you more leads for the same effort.
2. In other words, if you do more for long enough, your CAC will eventually get too high to sustain. So you make a tweak and see if it improves. If it does, keep doing it. If it doesn't, toss it out. Thousands of these tiny tests separate the winners from the beginners.
3. *So I do the most testing at whatever step the most leads drop off.* Constraints are the points where the smallest improvements create the biggest boost in results.
4. Improving the constraint also comes out the clear winner. So, focus on the constraint. And, again, if you're not sure which step is the biggest constraint, find the step where the most leads drop off. You'll get the biggest reward for the smallest improvement.
5. Here's how I get better: I test one thing per week per platform
 - 1) If you test multiple things at a time on one platform you never really learn what worked.
 - 2) Steps affect each other. A single change can affect results at other steps.
 - 3) It forces you to prioritize what will get you the most engaged leads. You can do an infinite amount of tests. But, time is limited. So you must choose your tests wisely.
 - 4) Maybe the most important, you run the test for long enough to see if you actually get an improvement. Too short and you won't get enough data. Too long and you waste time you could've spent improving the next constraint. With the size of my team and the amount of money I spend on advertising, one week is typically long enough for me.

Look at the results, and pick the winners for each platform test.
6. At some point, it makes more sense to invest your effort into something that will bring higher returns. Only at this point, do we try something new.

3) New

1. '*new places in new ways.*'
2. The Size Of The Pie Fallacy. A small business uses one of the core four, on one platform, in one specific way, with a very targeted audience. And in that same space, advertising the same way, there may only be a handful of other competitors. They mistakenly assume the tiny slice of the universe they advertise to is the entire available market!

3. When to do new: When the returns you get from doing more↔better are lower than what you could get from a new placement or new way of advertising. There are many other slices of attention (and potential leads) sitting just inside the tiny universe of “post content.” Ex: on Instagram you can make stories, messenger ads, and posts. On YouTube you can make shorts, longs, community posts, etc. Or, they could add a new platform. They go from Instagram messenger to Facebook messenger. They go from YouTube shorts videos to Instagram short videos (reels). Etc. And once they’ve exhausted those, they could add an entirely new core four activity
4. Bottom Line: No matter how you advertise, you could do it in new ways (different styles of content) or in new places (think other platforms). Then finally, do a new core four activity altogether. And, you guessed it, each of them gets us what we want - more leads.

Action Step: Exhaust more better first. Once you can’t do anymore, any better (meaning the returns are lower than putting that same effort into a new platform) try new. Use this rough order: new placement, new platform, new core four activity. Get it going. Measure how you do. And scale up from there using more-better. Then, rinse and repeat.

‘More Better New’ Summary

1. First, you do way more of the advertising that works until it “breaks.” Then, the next drop off point becomes obvious. Then you keep that level of advertising up while you go back, fix the constraint, and make it better. So really, better and more work with each other more than they work separately. The first question I usually ask myself before we invest in a company that needs to get more customers is “What’s stopping them from doing ten times what they’re currently doing?” Sometimes, nothing—so we just do more. Other times we just need to make something better first. So answer that question and you’ll know what to do next.
2. Only once you’ve exhausted more-better do the real returns come from doing new. First, go with new ad placements on a platform you know. Second, go with placements you know on a new platform. Then, once you get the hang of that new platform, use new placements on it. Once you exhaust that, you can add a new core four activity on top of what you currently do. That gives you my simple, real-world way, I put the core four on steroids to get even more leads.

Conclusion

1. Advertising is the process of making known.
2. Now, we solved ‘the stuff’ problem with your lead magnet or offer. But to get them to turn into engaged leads, you have to tell them about it. So we spent this section going over the only four ways a single person can advertise—let other people know about their stuff. And to do it, you trade either time, money, or both. And when you do it, you can advertise to people who know you (warm) or you can advertise to strangers (cold). You can advertise publicly (content/ads) or privately (outreach).

3. But remember, you only need to do one to get engaged leads. So, just pick one. Then, max it out. Do more. Do better. Do new. And, all the advertising methods compound together. The money, systems, and experience you earned from the prior method will help you master the next. A business that posts free content and runs paid ads will get more out of their ads and their content than a business that does only one or the other. A business that does cold outreach and makes content will get more from their cold outreach and work their warm leads better than one that does only one. Every combination of the core four advertising activities boost each other in some way.

Section IV: Get Lead Getters: Get people who get you more leads

“Give me a lever long enough and a fulcrum on which to place it, and I shall move the world.”

Building A \$100M Lead Machine Is All About Leverage

1. Someone with internet can send a message to millions of people at once. Someone writing postcards by hand can't. The internet allows us to reach more people for the same time spent. So, it's higher leverage.
2. That means leverage boils down to how much we get for the time we spend getting it. So we want to use higher leverage activities to get what we want. More stuff we want. Less time getting it
3. And we want leads. Lots of leads.

Lead Getters Give You Leverage

People can find out about the stuff we sell from two sources. We can let them know using the core four. Or, other people can let them know using the core four. I call these other people lead getters. When other people do it for us, we save time. That means we get more engaged leads for less work.

Imagine four scenarios:

1. Scenario #1: You are the lead getter. You do the core four all day everyday by yourself. You get enough leads to pay the bills. Work: HIGH Leads: LOW Leverage: LOW
2. Scenario #2: You get a lead getter. You get a lead getter to do the core four on your behalf. Now, the lead getter brings enough leads to pay the bills without you advertising. Work: LOW. Leads: LOW. Leverage: HIGH.
3. Scenario #3: You get lots of lead getters. You spend all your time getting other lead getters. Your leads go up every time you get another one. You work all day everyday, but you get way more leads than you did when it was just you. Work: HIGH. Leads: HIGH. Leverage: HIGHER
4. Scenario #4: You get a lead getter who gets lead getters. You recruit somebody who recruits other people to advertise on your behalf. They get more lead getters every month. You only had to work to get the first lead getter once, but his leads continue climbing without you working. Work: LOW. Leads: HIGH. Leverage: HIGHEST.

Outline of The “Lead Getters” Section

1. The lead getters aren't part of the "core four" because they're not things you do. You do not 'do' affiliates or 'do' customer referrals or 'do' agencies or 'do' employees. But, you have to do the core four to get them. They come from warm outreach, cold reach outs, posting content, and running paid ads. And once you get them, they do it for you.
2. So the core four stacks. One time to get them, and a second time for when lead getters get engaged leads on your behalf. The process repeats. Lead getters can go get lead getters! So we do something once then lead getters can do it forever.
3. Lead getters start out as leads, then get interested in the stuff you sell and become engaged leads like anyone else. The difference is they get other people interested in the stuff you sell, too! And ideally, every lead becomes a lead getter.

Scale To \$100M+

1. #1 Customers- they buy your stuff then tell other people about it to get you leads.
2. #2 Employees- people in your business that get you leads.
3. #3 Agencies- businesses with services that get you leads.
4. #4 Affiliates- businesses who tell their audiences about your stuff to get you leads.
5. *All four lead getters let other people know about your stuff. In other words, all four are higher leverage than you doing it on your own.
6. Once you do understand the four lead getters, you can build a lead getting machine for every company you start for the rest of your life

Chapter #1: Customer Referrals - Word of Mouth

"The best source of new work, is the work on your desk"

1. This accidental stretch without running paid ads made something very clear: Our customers were telling their friends.
2. Understand the power of word of mouth.
3. The best advertising is a happy customer. An amazing product turns every customer into a lead getter. Customers must get so much value it compels them to tell other people about us. The good news is, once you know how, it's easier than you think.

How Referrals Work

A referral happens when somebody, a referrer, sends an engaged lead to your business. Anyone can refer, but the best referrals come from your customers.

How Referrals Grow Your Business

1. They're worth more (higher LTGP): Referrals buy more expensive stuff and buy it more times. They also tend to pay in cash upfront.
2. They cost less (lower CAC): If one customer sends you another customer because they like your stuff, that new customer costs you nothing. And free customers are cheaper than customers that cost money. So free customers = good.

3. Imagine if every customer brought you two more customers. You'd now have an LTGP to CAC ratio of 12:1. So you get three customers for the price of one. Bonus: referrals are exponential.
4. The number of engaged leads you get from the core four depends on how much you do them.
5. Nothing scales like word of mouth. Want to know why so few people scale by word of mouth? They lose customers faster than they get them. Look at the referral growth equation to see it in action. Referrals (in) minus churned customers (out).

Two Reasons Most Businesses Don't Get Referrals

1. Most businesses don't get referrals for two reasons. First, their product isn't as good as they think it is. Second, they don't ask for them.
2. Problem #1: The Product Isn't Good Enough
"Everyone loves our stuff, we just need to get the word out!" - says every small business owner with a product that's not as good as they think it is
3. Price is what you charge. Value is what they get. The difference between price and value is goodwill. This means that price not only communicates value, but it's also how we judge value
4. "Any fool can sell something for less."

Six Ways To Get More Referrals By Giving More Value

1) Call outs → Sell Better Customers.

1. We want to sell better customers because they get the most value from our products. Customers that get the most value have the most goodwill. And the customers that have the most goodwill are most likely to refer
2. Action Step: Increase the quality of the prospect, and you'll increase the quality of the product. Figure out what your most successful customers have in common. Use those similarities to target a new audience that has the greatest chance of getting the most value. Then, sell only people who meet those new criteria. Set yourself up to build more goodwill. More goodwill means more referrals.

2) Dream Outcome→Set Better Expectations

1. The fastest, easiest, and cheapest way to make your product remarkable - make it better than they expect. And that's easier than you might think because you set the expectations.
2. Our expectations of an experience can dramatically affect the experience itself. We can increase goodwill by lowering expectations. It gives us room to overdeliver.
3. Alex: So, I began inching down my promises while maintaining quality. It gave me more room to over deliver and I netted a major benefit - referrals. Customer expectations are fickle. That's why we set the expectations for them. And if we set those expectations, then we can exceed them.
4. Action Step: Slowly lower the promises you make when making offers. Keep lowering them until your close rates lower. At that point, stop. This maximizes how many customers you get and the goodwill you build with them. Maximized customers and more goodwill means more referrals.

3) Increase Perceived Likelihood of Achievement → Get More People Better Results

1. The customers with the best results get the most value from your product. Figure out what they do to get the most value, and you can help your other customers do the same. Two steps ago, to sell better customers, we figured out who the best ones were. So now, to get everyone the best results, we figure out what the best ones did.
2. Process: Step #1: Survey customers to find the ones who got the best results. Step #2: Interview them to find out what they did differently. Step #3: Look at the actions they had in common. Step #4: Force new customers to repeat the actions that got the best results. Step #5: Measure the improvement in average customer results (speed and outcome) Step #6: Match the conditions of your guarantee to the actions that get the best results to get more people to do them.
3. Action Steps: Figure out what the best people did. Then get everyone to do it. Make your guarantees around the actions that create the most success. More success. More goodwill. More referrals.

4) Decrease Time Delay→Make Faster Wins

1. I define a “win” as any positive experience a customer has. Faster wins increase their perception of speed, increase the likelihood they’ll stick, and increase how much they trust you. Triple win. To make wins feel faster, we give them wins more often
2. How ?
 - a) If I have seven small things to deliver, I deliver them at shorter intervals rather than all at once.
 - b) Updates are wins. If it’s a bigger project, I share progress updates as frequently as possible. You can never give someone too much good news. And regular updates, progress or not, is better than leaving your customers hanging.
 - c) Customers form their lasting impression of a business within the first forty-eight hours after they buy. Force a good impression. Force as many wins as you can in that window. Set many expectations. Meet many expectations. Repeat.
 - d) They should always know the next time they’ll hear from you. I got a slick saying from a public CEO friend of mine - BAMFAM: Book-A-Meeting-From-A-Meeting. Again, never leave a customer in no man’s land. They should always know what happens...next.
 - e) Never expect customers to forgive you. Ever. So act like it.
3. Action step: Break down outcomes into the smallest possible increment. Communicate as often as reasonable (even if there is no progress, update them). Set timelines with breathing room. Deliver early. More customer wins means more goodwill. And more goodwill means more referrals.

5) Decrease Effort & Sacrifice → Keep Making Your Stuff Better

1. If the customer does less stuff they hate to benefit from your product, you’ve made it better. If the customer gives up fewer things they love to benefit from your product, you’ve made it better. And there’s no such thing as a perfect product. You can always make it better. And the easier you make it for them to benefit, the more goodwill you get, and the more likely they’ll refer.
2. How ?

- a) Step #1: Use customer service data, surveys, and reviews to find the most common problem with your product.
 - b) Step #2: Figure out your fix. To get a headstart, get feedback from the customers who made your product work for them despite the problem it has.
 - c) Step #3: Use that feedback to improve your product.
 - d) Step #4: Give the new version to a small group of your (struggling) customers.
 - e) Step #5: Get your next round of feedback. If you solved the original problem, then roll it out to all customers.
 - f) Step #6: Move to the next most common problem and repeat the process.
3. Action Step: Keep making your stuff better. Survey. Make changes. Implement. Measure. Repeat. I run this process every month. Set this as a recurring monthly process. A product that takes less effort and fewer sacrifices means more goodwill. And more goodwill means more referrals.

6) Call To Action → Tell Them What To Buy Next

1. If you have an amazing product, they'll want more. You have to satisfy their desire to buy. If you don't, they'll still buy... but from someone else. Don't let that happen. Sell them again. You can either sell them a new thing or more of the thing they just bought. In either case, you'll get even more goodwill and extend the lifetime of the customer. And besides, the more stuff they can buy, the more stuff they can refer their friends to.
1. Action Step: Treat every customer like it's the first time you've sold them. Make sure your next offer is more compelling than your first. Remind them to buy more after each big win. More things to buy means more opportunities to add even more value. More value means more goodwill. And more goodwill means, you guessed it, more referrals.

One Question to Rule Them All

1. *You've lost all your customers but one. The gods of advertising ban you from doing the core four and decree: -All customers must come from this one customer. -Violate our terms and we will destroy your business, and every other business you start, for eternity.*
2. But, the question remains, how would you treat this customer? What would you do to make their experience so valuable they would send all their friends? What kind of results would they need to get? What would their onboarding be? What type of customer would you pick? Think about it. Write it out. Your business depends on it. Then...do it :)

Referrals: Ask For Them

1. Do you know why businesses have so few referrals compared to what they could have? They never ask for them. Your customers, like any audience, can only know what to do if you tell them.
2. Case Study #1: Dropbox gave free storage to customers and free storage to the friends they referred. The referral program went viral and they 39 x'd their business in fifteen months

3. Case Study #2: Paypal gave \$10 in credit to customers and \$10 to the friends they referred. Within two years, the program helped them reach a million users, and six years later, they hit 100 million users. They still use it today.

Seven Ways To Ask For Referrals

1) One-Sided Referral Benefit

1. I'd rather pay customers than a platform any day of the week. Pay your average cost to acquire a customer (CAC) to the referrer or the friend. Make them aware of the incentive.
2. Ex: Imagine it costs \$200 to get a new customer. Ask the current customer to make an actual three-way introduction to a friend—via call, SMS, or email. Then, write them a check for \$200 when their friend signs up OR give their friend \$200 off.

2) Two-Sided Referral Benefits

1. This is what Dropbox and PayPal used. We pay our CAC to both parties. Half goes to the referrer (in credit or cash) and half goes to the friend (in credit). This way, they both benefit.
2. Ex: We sell \$500 programs. Our cost to get a customer is \$200. For every friend someone refers, we give them \$100 cash, and give their friend \$100 off signing up. Good for up to 3 friends. This worked really well for my local businesses.

3) Ask For A Referral Right When They Buy

1. On the sales contract or checkout page, ask for some names and phone numbers of people they'd like to do this with. Show them how they will get better results when they do it with a friend.
2. How are you selling more tickets than everyone else? "I'm doing the same thing as everyone else. I just make sure I ask them who else they'd want to have come with them. Then ask them to introduce me." Half his sales were referrals. So simple, and yet no one does it.
3. Ex: People who do our program with someone else tend to get 3x the results. Who else could you do this program with?

4) Add Referrals As A Negotiation Chip

1. On top of that, you can ask for referrals as a way to negotiate a lower price.
2. If someone wants to pay \$400 and your price is \$500, you can give them the discount in exchange for an introduction to three friends. You can ethically charge a different price for the same thing because you changed the terms of the sale.

5) Referral Events

1. Where people get points, credits, dollars or even just bragging rights for bringing friends within an explicit time period. Referral events typically last from one to four weeks. Whenever you run one of these events, sell everyone on the benefits of working with others. Use some stats (internal or external) to show high success rates and the selfish benefit to bringing friends
2. Use names like: "Bring-a-friend" Promotion "Spouse Challenge" Promotion "Accountability Buddy" Promotion "Coach Challenge" Promotion where you create teams with your employees and customers. This works well in coaching style businesses.

6) Ongoing Referral Programs

1. Instead of running a limited duration referral promotion, you talk about the benefits of doing things with others all the time. Think: in your free content, outreach, paid ads, etc.
2. He had 1,000,000 customers buy tickets to his virtual event and 250,000 of them were referred...this stuff works.

7) Unlockable Referral Bonuses

1. Create bonuses for people who 1) refer and 2) leave a testimonial. A few examples: Unlock VIP bonuses, courses, tokens, status, training, merchandise, service levels, premium support, additional hours of service, etc.
2. Unlockable referral bonuses work well if you don't like paying out cash. The bonuses can also be for both parties if you like (since they cost you less than cash).

You're Only Limited By Your Creativity

1. Give everyone a gift card for one-third the cost of their program. Tell them they can give it to a friend of theirs if they sign up with them. Give the gift card an expiration date within seven to fourteen days from the date you give it to them→it'll force them to use it. This gives the referrer status when they give it to their friend. Rather than saying "hey join my program for \$2000 off" they say, "I got this gift card for \$2000. Do you want it? I don't want to waste it." It's seen as a much bigger deal for them and you.
2. You can still use the three-way introduction with this tactic. Then text a picture of the gift card. Bonus points if you write the friend's name on it before texting the picture. It makes it feel personalized and gives you a legitimate reason for asking for their friend's name
3. You can also sell the gift cards at ninety percent off as purchasable gifts (only for friends of customers). The referrer looks like they spent a lot of money, and you get paid to get new customers. I can hardly think of a better way to make money. Again, the only limit is your creativity

Conclusion

1. Referring is always a risk for the customer. They risk their goodwill with their friend in the hopes of getting more by showing them something cool (your stuff). So customers only refer when they think it's very likely their friend will have a good experience. In other words, when the benefits to them personally outweigh the risk of hurting the relationship with their friend. So we add benefits for them and their friends with incentives and we lower the risk by building goodwill (showing we deliver on our promises)
2. So give more than you get and you'll never go hungry again. This is how we treat our customers. Do this, and you can monetize goodwill forever. I am compensated tomorrow for the value I provide today.

"If you want to go fast, go alone. If you want to go far, go together"

How Employees Work

1. Lead-getting employees are people working in your business that you train to get you leads.
2. They can run ads, they can make and post content, and they can do outreach. They can do any advertising you train them to do.
3. Bottom Line: Employees make a fully functioning enterprise that grows without you.

Why Employees Make You Wealthy

1. Scenario #1: Imagine you have a business that makes \$5,000,000 per year in revenue and \$2,000,000 in profit. And, to make that profit, you have to work around the clock
2. Scenario #2: Your business makes the same \$5,000,000 in revenue and \$2,000,000 in profit. The business runs without you. This does two very cool things. One, it turns what used to be a risky job into a valuable asset. And two, it makes you much wealthier.
3. First, you get your time back, so you can use that time to invest in your business, buy other businesses, or take your stinking' vacations. Second, you become much wealthier because your business is now worth something to someone else. You turned a liability that relied on you into an asset you can rely on.
4. If you have an asset that makes millions of dollars without you then that means somebody else could use it to make millions of dollars without them. In other words, your business is now a good investment.
5. *You get rich from what you make. You become wealthy from what you own.*

Everything I Thought I Knew About Employees Was Wrong

1. Disclaimer: This is ONLY FOR BUSINESS NOT PERSONAL
If you want it done right, you gotta do it yourself → 'If you want it done right, get someone to spend all their time doing it.'
No one can do it like I do it → 'If I can do it, someone else can do it better.'
Nobody can replace me → 'Everyone is replaceable, especially me.'
2. For business- "nobody can do it but me" and "if you want something done right you gotta do it yourself" aren't facts... they're false.
3. Replace yourself as soon as you can. Then, you can make yourself useful somewhere else.

How To Get Employee Leads: The Internal Core Four

Employees are just other people you let know about your stuff

Customers → Employees

1. Warm Outreach→Asking Your Network
Cold Outreach→ Recruiting
Post Content→Posting Job Openings
Paid Ads→Promoting Job Postings
2. Customer Referrals→Employee Referrals

Affiliates→ Associations, Guilds, Listservs etc.

Agencies→ Staffing firms etc.

Employees→Employees (unchanged)

How To Get Employees To Get You Leads

1. Step One - Document: You make a checklist. Write down the steps exactly as you do it. Can you do an A+ job only following your directions exactly?
2. Step Two - Demonstrate: You do it in front of them. Sit down and walk them through the checklist step by step
3. Step Three - Duplicate: They do it in front of you. want them to duplicate what we did.

Some helpful notes on training

1. If they get it wrong or get confused then we got it wrong or made it confusing.
2. If they only appear to “get it” after a longish explanation or multiple demonstrations then, again, we’ve got some work to do.
3. There is a difference between competence and performance. they can know exactly what to do and not be that good at it yet. If that’s the case, then your instructions are fine and they just need practice.
4. Focus on your employee’s ability to follow directions more than whether they get the right result.
5. Everytime they do a step successfully–let them know they did it right.
6. If they follow your directions exactly and get the wrong result– still praise them for following the directions. Praise them, then make the corrections to your checklist on the spot.
7. Avoid punishment or penalties of any type for doing stuff wrong during training. As a rule of thumb–reward the good stuff you want them to do more of and they’ll do more of it. Learning a new skill is punishing enough, we don't need to add to it.
8. It's hard to fix multiple things when you've never done something before.
9. Whenever there is a major dip from normal performance, retrain the team.

Conclusion

1. It's your job to advertise and sell the vision of your company. You advertise it publicly and privately to employees and customers alike. That's the job. And once you get good at it, you become unstoppable
2. All this to say having guts is a skill. And that means anyone can have the guts if they learn how.
3. Find at this current stage, it's actually a better use of time, to hire and train anyone willing. Then, when you find winners, and with this method you will: treat them well, don't burn them out, and give them what they deserve.
4. Employees are among the most powerful of these allies

Chapter #3: Agencies

“Everything is for sale”

How Agencies Want You To Think They Work

1. Advertising agencies are lead-getting service businesses. You pay them to run paid ads, do outreach, or package and distribute content.
2. Step 1: They got me excited about all the new leads they would bring. Step 2: I'd go through an onboarding process that felt valuable (and sometimes was). Step 3: They assigned their "best" senior rep to my account. Step 4: I saw some results. Step 5: They moved my senior rep to the newest customer... Step 6: A junior rep starts managing my account. My results suffered. Step 7: I complained. Step 8: The senior rep would come back once in a while to make me feel better. Step 9: Results still suffered. And I'd eventually cancel. Step 10: I'd search for another agency and repeat the cycle of insanity. Step 11: For the zillionth time—Start wondering why I wasn't getting results like the first time.
3. I feel I cracked the "how to use an agency" code. And it doesn't come from playing their game at all. It comes from playing a different one.

Hiring An Agency Versus Doing It Yourself

1. Good agencies cost money.
2. learn through trial and error
3. If you do have some money, I suggest using agencies for two things: learning new methods and learning new platforms.
4. Hiring an agency is all about investing in important skills you can't really learn anywhere else.
5. Action Step: As soon as you have enough money for a good agency, start poking around.

How I Use Agencies Now. And How You Can Too.

1. Start every agency relationship with a purpose and a deadline to fulfill it
2. *"I want to do what you do in my business, but I don't know how. I'd like to work with you for 6 months so I can learn how you do it. Plus, I'll pay extra for you to break down why you make the decisions you do and the steps you take to make them. Then, after I get a good idea of how it all works, I'll start training my team on it. And once they can do it well enough, I'd like to change to a lower cost consulting arrangement. This way, you can still help us if we run into problems. Are you opposed to this?"*
3. Hire one "good enough" agency to learn the ropes of a new platform. Then, I hire a more elite agency to learn how to maximize it—and I cannot recommend this strategy enough
4. You get better short-term results because they (probably) know more than you. And, you get better long-term results because you learn how to do it yourself or your team learns to do it for you. You also spend the maximum amount of time with their best reps
5. So compare your team's results to the agency's until you beat them. Then, cancel the relationship and put the money into scaling everything you just learned.
6. Action Step: When you find an agency to work with (next step) set terms with them and deadlines for yourself. Use the template above as your guide. And feel OK with negotiating a bit to make it work.

How to Pick The Right Agency: Created a list of what all the good ones had in common.

1. Somebody I know got good results working with them. If you only know about an agency from their paid ads or cold outreach... they probably aren't as good as the ones who rely solely on word of mouth (and the best ones do).
2. Prominent companies got good results working with them. I may not know the companies personally, but if I recognize them, it's a good sign.
3. A waiting list. When demand for a service exceeds the supply, they are probably pretty good.
4. A clear sales process that makes a point to set realistic expectations. No funny business.
5. No short term hacks. They keep the talk on long term strategy. They also give clear timelines for setup, scaling, and results.
6. They tell me exactly what they need from me, when they need it, and how they use it.
7. They suggest a regular schedule of meetings and offer several ways to update me on their progress.
8. They give updates in simple terms and have clear ways to track so I know how costs compare with results.
9. They make a good offer: a. Dream outcome: is what they promise what I want? b. Perceived likelihood of achievement: how many other people like me have they gotten there? c. Time delay: how long will it take? d. Effort and sacrifice: what do they require me to do when working with them? What will I have to give up? Can I stick with those for a long time?
10. They are expensive. All good agencies are expensive... but not all expensive agencies are good. So talk with as many as it takes. And use this list as a guide to find the good ones. ...if an agency checks those boxes, they're worth considering.
11. Action step: Even if an agency agrees to your terms, talk with a few more before you make a decision. Compare them using the checklist above, and then pick the best one for you.

Conclusion

1. And to make this agency method work at scale, you have to count on a good amount of time where you pay the agency and your team to do the same stuff. You've gotta give yourself some breathing room to get results from the agency, learn what they do, and train your team on it... all at once. Yes, it costs a lot of money. And yes, it's totally worth it when you get it right.

Chapter #4: Affiliates and Partners

"Nothing makes friends like money"

The best part is, I didn't advertise or sell any of the products at all. No paid ads. No sales team. Nothing. The affiliates did everything—and the affiliate machine I built still prints money to this day. So if that sounds like something you're interested in, hang tight, because I'm gonna show you exactly how I built it.

How Affiliates Work

1. An affiliate is a lead-getter.

2. Affiliates seem like referrals on the outside, but are much different under the hood. First, they have their own businesses and do their own advertising. Second, they agree to offer your stuff to their engaged leads in exchange for money, free stuff, or both.
3. Now, you get affiliates by advertising and then making them offers just like you would customers. Instead of offering your product, you offer a fast, simple, and easy way to make commissions promoting it. And that can mean literally millions of engaged leads to your business. So this makes affiliates one of the highest-leverage lead-getters out there.

Why You Want An Affiliate Army

Each affiliate you get adds another stream of leads and customers. So recruiting, activating, then integrating with an army of affiliates causes crazy scaling, fast.

Compare these two scenarios

1. Scenario #1: You sell ten customers per month worth \$10,000 each. Your business caps at \$100,000 per month. In twelve months you've made 1.2 million. Assuming no other advertising, your business plateaus. Low-Leverage.
2. Scenario #2: For the same effort, you sell ten affiliates per month. Each month, those affiliates bring you one of those \$10,000 customers. Now, every single month you add an extra \$100,000 in revenue. In twelve months you've made 7.8 million. And it grows every month thereafter. Same work, more money. High-Leverage.
3. ALAN grew with three levels of affiliates: 1) Agency super-affiliates who brought agency leads 2) Agencies who brought local business leads 3) Local businesses who brought end consumer leads
4. One super-affiliate added ten agencies per month. The ten agencies brought in a combined fifty or so local businesses per month. Those local businesses brought in a combined 2500 leads per month. ALAN worked those leads for about \$5 a pop. A cool \$12,500 per month.
5. But it didn't stop there. Each super-affiliate brought in more agencies who brought in more local businesses who brought more leads every month after that.

How To Build An Affiliate Army in Six Steps

Affiliates are among the most advanced ways to get engaged leads. First, you have to convince them to advertise someone else's stuff. Second, you have to convince them to advertise your stuff. Third, you have to keep them advertising to make them a long-term lead source.

1) Step 1: Find Your Ideal Affiliate

1. The ideal affiliate has a business with a warm audience full of people like your customers.
2. What do they buy? → Who provides that stuff?
3. Where do they go? → What businesses are in those surrounding areas?
4. What do they like to do? → Who provides those services?
5. What types of businesses do they work for? What kinds of jobs do they have?
6. Who's got my leads!?

7. Realized they fit pretty neatly into categories: softwares, products, equipment, services, groups they belong to, and events they attended.
8. Action Step: Make a sheet with each of these questions and categories. Search online to fill it in. If you struggle, call up your customers and ask them! End result: Create a lead list of your highest potential affiliates.

Step 2: Make Them An Offer

1. We call out our audience, show our value elements, and then call them to action.
2. Since affiliates are businesses, or start a business by signing up, you offer them a new way to make money.

1) Call out:

1. The affiliate business owners themselves - ATTENTION SPA OWNERS
2. The affiliate's customers - Do you work with busy professionals who spend all day in meetings?
3. Results the affiliate businesses promise - To the heroes who heal the stress of others
4. Products and services the affiliates deliver - If you sell lotions or scented oils this is for you
5. To our own customers - Do you know anyone who owns a spa?

2) Elements Of Value

1. There's an unlimited number of ways to show value, but all money making offers follow a similar structure
2. Most affiliate money making offers show value like this
3. Make more money from your current customers and get more leads than your current offer (dream outcome)...with a high chance of working since your customers already want the product (perceived likelihood of achievement)...without needing to build, deliver, or provide customer support for the product yourself (effort and sacrifice)...so you can start selling it tomorrow (time delay).
4. Action Step: Explore the different value elements and fill in the blanks. I won't go deeper on this since we've covered it already. You simply need to make affiliates the customer you're advertising to.

Step 3: Qualify Them

1. Potential affiliates become actual affiliates when they understand and agree to your terms. And - just like customers - we want to get them their first win as fast as possible. So we setup our terms to force them to win as fast as possible.
2. I do that by getting them to invest. I prefer they invest their time, their money, and in the product itself. Any can work. But, nine times out of ten, if they pay, they'll pay attention. 2 Ways I get my affiliates invested and winning: make them a customer, and make them an expert.
3. Way #1: Make Them A Customer: Make them buy and preferably use the product to keep affiliate status. This is the lowest barrier investment that's worked for me. I've found the more money an

affiliate invests in your product, the more money they make. This should make sense. If they don't believe in your stuff enough to buy it, they probably shouldn't sell it.

4. Way #2: Make Them An Expert: I make them pay for the onboarding and training that certifies them as a product expert. If you have them buy a product to become an affiliate, you can have them use that as credit towards a certification. As in, the certification comes with the products they bought. Now, aside from actually making the affiliate useful, certifying them does two things. First, it covers some of the costs of advertising. Second, it means I can afford proper onboarding and training of every single Affiliate.
5. How much do I charge? I recommend 10-20% of what the average active affiliate makes in the first twelve months. So if your average affiliate makes \$40,000 per year selling your stuff, then charge \$4000- \$8000 to onboard and train them. Too low, and you won't get them invested. Too high and you won't get enough affiliates. I found 10-20% maximizes the number of people who become active affiliates
6. Action Step: Make your affiliates customers, experts, or both (my favorite way). If you don't get enough people to start, lower the commitment. If you don't get enough people to follow through, raise it.

Step 4: Figure Out What To Pay Them

1. The first biggest problem to solve with affiliates is getting them bought in. But the second biggest problem is how to keep them bought in.
2. I prefer to reward people that do things I like with money and free stuff, especially if they make me money first
3. What They Get Paid For: Before I do any affiliate payout money math I ask myself a simple question. What exactly do I want the affiliate to do? Once I figure that out, that is what I pay them for. Then, more often than not, how much they get paid and how often they get paid nearly solve themselves. I pay affiliates for two basic things: new customers, and repeat customers.
4. How Much They Get Paid: I suggest paying affiliates based on your maximum allowable cost to acquire a customer (CAC). Example: choosing your maximum allowable CAC. Let's say we sell a single-use product for \$200 and it costs \$40 to fulfill. This gives us \$160 to pay the affiliate and run the business. If we want an LTGP:CAC ratio of 3:1 then three parts goes to the business-\$120. And one part, \$40, goes to the affiliate. This means we will pay up to \$40 for an affiliate to get a new customer.
5. Not all affiliates are created equal. So, I suggest having a three-tier payout structure. Using the example above, with a \$40 maximum allowable CAC
 - Tier 1: 25% CAC = \$10 Payout
 - Tier 2: 50% CAC = \$20 Payout
 - Tier 3: 100% CAC = \$40 Payout

6. This tiered method also has a hidden and very profitable side effect. The average payout is much less than your maximum allowable CAC. This means if we leave the maximum payouts for top affiliates, then we get to keep the “leftover” profit. We can use the leftover money to run huge contests, advertise to get more affiliates, incentivize rising stars, etc
7. For example, if 20% of sales come from tier 1, 20% from tier 2, and 60% from tier 3, your blended payout is \$30 instead of your maximum allowable CAC of \$40. This means your LTGP : CAC ratio just improved from 3:1 to 4:1. And often, cutting marketing costs by 33% can translate into 10% to 20% more net profit at the end of the year. A massive jump.
8. Action step: Figure out what you want to pay your affiliates for so that you can plan out how much to pay them, with what, and how often.

Step 5: Get Them Advertising – Launch

1. Treat your affiliates like customers. Give them something good, fast. And nothing does that for affiliates like big launches and lots of cash.
2. Affiliates advertise your lead magnet or core offer to their audience before they can buy it. They post. They do warm outreach. They run paid ads. They may even do cold outreach. They do as much advertising as they can until the day of launch.
3. Good launches have the work done ahead of time.
4. Use Whisper Tease Shout Method

1) Whisper: Think “Call Outs.” Like an ad, the key to the whisper phase is curiosity. Keep the product itself mysterious and hint at how big of a deal it is. Keep whispers short. And bonus points if you show behind the scenes of making your product

1. We start this early because, the longer something appears to take, the more an audience will value it. For example, all other things being equal, an audience will value a product that took ten years to make more than one that took ten days. So - show your work. curiosity comes from wanting to know what happens next.
2. So embed questions about the product in their minds. We need to tell them about something they want to know more about, then say...not yet.
3. For example during the whisper phase of my book launch: I posted content, reached out to friends, emailed my list, and told potential affiliates about major updates to the book. I showed what draft I was on. I took pictures behind the scenes of me printing out drafts. I showed the many versions of the frameworks I drew. I shared videos of myself editing the book early in the morning and late at night, etc...all of it made people who want leads get curious and pay attention.
4. Action Step: Start whispering every four to six weeks until you get sixty days out. Then whisper every two to three weeks until you get thirty days out. Then, start teasing...

2) Tease: Think “Elements Of Value.” It’s time to start satisfying all the curiosity you created during the whisper phase. Reveal your product, make the date of the launch public, and start showing the elements of value. Use the What-Who-When Framework from the paid ads chapter.

1. For example during my book launch, the tease phase: I was more specific and revealed more “hard” information about the book. I started advertising how the book satisfied the dream outcome of limitless leads. Of doing less work, and getting it done faster than they could imagine I also showed dozens of examples using the book to its potential.
2. Action Step: Start teasing once per week until fourteen days out. Then tease twice per week until three days out. Three days out, it’s time to shout from the rooftops.

3) Shout: Think “Call to Action.” Give specific actions for the audience to take when the product launches. Now you start pounding the audience with bonuses, scarcity, urgency, and guarantees around being “the first ones.” You shout to get as many people exposed to your offer as you can.

1. For example during my book launch, the shout phase: I gave specific calls to action. Short, sweet, clear reminders to register for the book launch. I reminded everyone of the exclusive bonuses only for people who bought during the
2. Action Step: Shout at least twice a day starting three days out. On the day of, start shouting every few hours until two hours out. Then shout every thirty minutes until you launch the product.
3. Action Step: Get your affiliates to launch. Set them up with everything they need to do the whisper-tease-shout right. They do the advertising. You get the engaged leads. Everyone gets paid.

Step 6: Keep Them Advertising

1. The strategy we use to start them advertising differs from the one we use to keep them advertising.
2. First, you can get them to give away your lead magnet with every purchase of their stuff. Second, you can get them to sell your lead magnet separately to their audience. Third, you can get them to directly sell your core offer.

1) Affiliates Give Your Lead Magnet Away When Somebody Buys Their Stuff

1. The idea here is for your lead magnet to make the affiliate’s offer more valuable. This allows them to charge more for it and get more leads than they could without it
2. The best lead magnets give away a free trial or sample of your thing, reveal a problem, or offer a single step of a multi-step solution
3. Example 1: Samples And Trials: Sell massages and recruit the personal training studio next door as an affiliate. Now, everyone who buys personal training from them gets a free massage from me.
4. Example 2: Reveal a Problem: Instead of giving a free massage, we offer a free or discounted posture assessment with every training package they sell. Assessments and discounts add less value to the affiliate’s offer, but some people will still do it. You make them an offer to solve the problems you revealed.
5. Example 3: One Step In A Multi-Step Process: Say you have a three-part treatment plan. Massage, stretching, and adjustments. People getting enough value from one step will fear missing out on the rest of the steps. So the more they think the other steps will help solve their larger problem,

the more likely they are to buy them. Your affiliate would give away step one of your multi-step process for free

6. Example 4: What I did. We'd get gym affiliates to give away a free nutrition consult to every new member. Then, we'd upsell our products at the consult. They can market that they have nutrition consults included to get more leads and they could charge more for the added value.

2) Affiliates Sell Your Lead Magnet.

1. Affiliate can sell anything of yours that turns their customers into your customers. It could be a book, an event, a service, software, a sample product
2. Example: They sell each of those things we gave away for free in the step above. They sell your massage at a discounted price. They sell your assessment (which you could do 1-1 or in a group format like a workshop)
3. What I did. The gyms would sell a nutrition consult with us and keep the money. They'd maybe charge \$99 or \$199 to sell an hour of our time.

3) Affiliates Sell Your Core Offer

1. An affiliate sells your core offer directly to their customers and adds another source of income without extra work.
2. Example: They sell your entire massage package. They sell your entire program or services. They bundle their services with your paid services and charge an even higher price.
3. What I did. We taught gyms to hold nutrition consultations with white labeled products. Then we taught them to upsell our supplements right to their members and we split the money.
4. Bottom Line: Integration is the long term strategy for using affiliates to get enduring lead flow. Treat affiliates like customers. Make your offer make sense for their business.
5. Action Step: Integrate with your affiliates by choosing whether you want them to give your lead magnet away, to sell your lead magnet, or to sell your core offer directly.

Three Case Studies You Can Model

1) Service Business Case Study #1: National Tax Preparation Services

1. My friend's \$50M business prepares LLCs, bank accounts, and articles of incorporation. He focuses on people starting businesses for the first time. But, he doesn't try to compete with Legalzoom. Instead, he built it partnering with people who train new entrepreneurs. His strategy is simple: help those people sell more of their stuff by also selling his stuff. So, he offers every affiliate's customer a free LLC setup.
2. Launch: He does a big blast off seminar to his affiliates' audiences to kick things off. People happily take him up on his free LLC offer. That's his lead magnet.
3. Integrate: Once affiliates see the success of the launch, they integrate his lead magnet into their core offer. Then, my friend's team gets on the phone with the customers his affiliates bring him for free. He sells them what they'll need next. The services they'll need to start their business: bookkeeping, tax preparation, etc. He hasn't spent a dollar on paid ads. His true advertising costs

are two things. One, delivering his free lead magnet (the LLC setup). And two, paying a percentage of every first sale to the affiliates that sent them.

2) Physical Products Case Study #2: Prestige Labs, my supplement company

1. We sell gym owners at Gym Launch and train them how to advertise and sell their gym memberships. Prestige Labs has a line of supplements for active adults. This makes Gym Launch a perfect affiliate for Prestige Labs. So when Gym Launch sells a new gym owner, they introduce the new gym owners to Prestige Labs.
2. Launch: We give the gym owners advertising materials so they can reengage their current and former customers. We focus on warm outreach and posting free content for a free 28 day challenge. When they come in for the free challenge, gym owners sell them supplements to use with the program.
3. Integrate: After the launch, we teach them to sell supplements to every new gym member. So when new clients buy a membership package, the gym owner sets up a nutrition orientation. At the nutrition orientation, the gym owner sells them \$50-\$1000 of supplements. So if a gym signs up twenty clients per month, and gets seventy percent of them to buy supplements, we get fourteen new customers per month per gym

3) Local Business Case Study #3: Chiropractors

1. Chiropractors want new patients. Go to high volume businesses that have people that are in need of adjustments
2. Launch: They get the gym owner to promote a three hour workshop where they show correct exercises and posture to get more from their workouts. The gym owner promotes the workshop for free or sells the workshop for \$29-\$99 per person. The chiropractor splits the money with the gym owner.
3. Integrate: Long term, the chiropractor convinces the gym owner to include one to two adjustments with every new membership the gym signs up. This increases the value of the gym membership compared to the guy down the street. And, it shows the gym prioritizes its members health and safety

Costs and Returns

1. When calculating returns with other methods, we compared lifetime gross profit (LTGP) with cost to acquire a customer (CAC). So we spend money to get customers and the customers, in a profitable business, give us more money back. Affiliates work differently. We spend money to get affiliates, sure. But we don't really make much back from affiliates themselves. Instead, the money we spend to get an affiliate comes back from the customers they bring us. So to calculate returns, we compare how much it costs us to get an affiliate with the gross profit of all the customers they send to our business.

2. 1)Lower CAC: We get affiliates for less (by improving our ads, offer, and sales process). 2)Increase LTGP & Decrease CAC: Get more to activate (by creating a launch process). 3)Increase LTGP: We make them worth more (by improving our integration process).

Conclusion

1. They're people who advertise your stuff to benefit you both. You do the core four to get them, and if you want them to love you, then you treat them like customers
2. There are two ways to create a compounding business. You can find more people that never stop buying your stuff or you can find more people who never stop selling it for you. Referrals are the former. Affiliates are the ladder.
3. Advertising always works, it's only a matter of efficiency.
4. Action Steps Advertise your affiliate offer until you get ten to twenty affiliates. Get results with those affiliates and use their feedback to work the kinks out of your offer, terms, launches, and integration strategy. Then, scale like crazy by turning their results into your first batch of affiliate lead magnets.

Section IV Conclusion: Get Lead Getters

“The last skill you ever need to learn is how to get other people to do everything you need for you.”

1. We do the core four to get engaged leads: warm outreach, post content, cold outreach, and paid ads. And we use them to get two types of engaged leads: the ones that become customers, or the ones we turn into lead getters. Lead getters come in four flavors: Referrers, Employees, Agencies, and Affiliates. Each have key strengths:
2. Customer referrals have the biggest potential for low-cost exponential growth.
3. Employees have your direct influence and run your business on your behalf.
4. Agencies teach skills you keep forever and can transfer to your team.
5. Affiliates, once you get them going, can operate entirely on their own.
6. You can either do the advertising or other people can. You get more leads for the work you do when you have help
7. If you start on your own, you tend to get your first referrals before you start building a big team. And when you start building a big team (employees) you'll probably start looking for professional help (agencies). And only when a business owner has a handle on managing people inside of their business do they tend to get the guts to try and manage people outside their business (affiliates).
8. If you think you're going to become a millionaire the first year you go out on your own, you're probably wrong. It's very unlikely. And an obsession with “getting rich quick” will likely ensure it never happens. People try shortcuts for a decade until they realize they should have picked a strategy and stuck with it for a decade. If you do that, success is inevitable. *stick to what you pick*
9. The longer you play the game, the better you will get, and the more success you will have. Just don't quit or switch methods after seeing a few losses.

Section V: Get Started

“It’s not the end. It’s not even the beginning of the end. But it is, perhaps, the end of the beginning”

1. ‘man bun’ and loose yogaish clothing. He looked like a hippie: \$3,000,000 per month
2. He continued on with his talk using all sorts of business, advertising, and tech jargon. He pointed to dizzying charts and graphs.
3. What courses are you taking to learn all this stuff?: “At this point, I don’t expect to learn anything new from courses. I have to learn by doing. And I ‘do’ by spending a percentage of my revenue to test new campaigns, new channels, new pages, or just plain crazy ideas. And I learn something every time I test, so the money is well spent. Whenever one of these tests is a winner, and some are, it’s a big deal. You either win or you learn. I learn something amazing and make far more money than I spent. It raises the bar for my business and, more importantly, myself. So whether it’s 1%, 5%, or 10%, set some percentage of your advertising budget aside to try new things without expecting a return. Consider it an investment in your education.”
4. *None of this is magic. If he can do this, so can I.*
5. The next week, I tripled my advertising budget. Yes, it was a bit aggressive. But my mindset had completely changed. I’d either make more, or get better
6. Our business went from \$400,000 in June to \$780,000 in July. From there, my cost to get customers went up too high. So I tried new audiences. Most failed. Then, a hit. Boom, we cruised past \$1M to \$1.2M to \$1.5M per month.
7. Then, I realized we didn’t follow up with our engaged leads... at all. We tested email. Didn’t work. We tested phone calls. Nothin’. Then I tried text blasts. Wham, we zoomed to \$1.8M the next month.
8. So test until you find something that works. Take massive action. Stay focused. Double down on it until it breaks. Then test until you find the next thing that works, and double down on that. Taking these leaps are the only way to unlock the business you want and the life that comes with it. And maybe, slay your judgment demon too. *You either win or you learn.*

End of the Beginning

Your speed to making big money depends on how fast you learn the skills to making big money. Getting more engaged leads with the skills of advertising, is a great start to making more money.

Chapter #1: Advertising in Real Life: Open To Goal

If some is good, more is better.

1. “Success comes down to doing the obvious thing for an uncommonly long period of time without convincing yourself you’re smarter than you are.” The right action in the wrong amount still fails. Most people, myself included, stop too soon. We don’t do enough.

2. Most people do not get that advertising is an inputs and outputs game. To them, outputs appear out of their control. Their low effort inputs get them their low and unreliable output of engaged leads. We're ending that now. You input advertising effort. Your output is engaged leads. Period. Now, we are crystal clear on the stuff you do (the core four).

Rule of 100 on Steroids–Open To Goal

1. You don't just commit to doing something a specific number of times... you commit to the work until you hit a specific number of outcomes–no matter what.
2. If you want to take your advertising to the next level - work until the job is done. Give up the idea of 'doing your best.' Instead, do what is required. And sometimes that means your best just needs to get better.

How I Make Open To Goal Work For Myself

If I had to pick the three habits that best served me in my life - they would be:

1. Waking up early (4-5 am)–Pro tip, this actually means going to bed early...
2. Getting right to work–No rituals. No routines. I drink coffee and get to work.
3. No meetings until noon–No interruptions. Nothing. Fully focused work time.
4. Waking up early, getting right to work, and working 8 hours straight has been my highest ROI “habit stack.”
5. *“Do more than they do, and you will have more than they have.”*
6. Since my job is usually to “get more customers” in most of my companies, advertising is what I focus on.

Chapter #2: One Page Advertising Checklist

1. Step #1: Pick The Type Of Engaged Lead To Get: Customers, Affiliates, Employees, or Agencies
2. Step #2: Pick Rule of 100 or Open To Goal. Commit To Your Daily Advertising Actions
3. Step #3: Fill Out The Advertising Checklist For That Daily Action
4. Step #4: Do this daily action until you have enough money to afford paying someone else to do it.
5. Step #5: When you do, go back to step 1. Make employees your new target lead type. And repeat steps 1-4 until you have the help you need. Then, scale again.
6. Conclusion: Reading doesn't get people interested in the stuff you sell... advertising does. If you're not telling anyone about the stuff you sell, then you aren't getting anyone interested in the stuff you sell.

Chapter #3: The Roadmap- Putting It All Together (Zero to \$100,000,000)

“A leader must aim high, see big, judge widely, thus setting himself apart from the ordinary people who debate in narrow confines.”

To get to where you want to go, it pays to know what lies ahead.

1. Level 1: Your friends know about the stuff you sell. To start getting engaged leads, you make one offer, to one avatar, on one platform. The moment you get engaged leads, is the moment you can start making money
 Primary Action: Warm outreach.
2. Level 2: You consistently let everyone you know about the stuff you sell. You know the exact inputs to get an engaged lead with your chosen advertising method. And, by scaling those inputs, you get consistent customers with it. But the consistent customers come from maximizing your personal work capacity. But looking back, I wish I would have started with posting free content
 Primary Actions: Do as much warm outreach and post as much content as you can consistently.
3. Level 3: You get employees to help you do more advertising. You've maxed your personal advertising inputs, but not the platform. And if you want more engaged leads that can only mean one thing. Doing more.
 Primary Action: You hire people to advertise profitably on your behalf.
4. Level 4: Your product is good enough to get consistent referrals. You continue building goodwill and shoot for getting 25% or more of your customers from referrals.
 Primary Actions: Focus on your product until you get consistent referrals then go back to scaling your advertising with a bigger team. This is where most people mess up. They let their product slip and never recover.
5. Level 5: You advertise in more places in more ways with more people. First, you expand to new audiences on your best platform. Then, you make ads with all placements and media types the platform supports. And, after your team can get consistent results, you expand your team again to add: another platform, lead-getter, or core four activity.
 Primary Action: Advertise profitably using at least two methods on multiple platforms.
6. Level 6: You hire killers. Your executives grow departments specific to an advertising method or platform without you. And you're not looking for potential. You're looking for experienced leaders specializing in exactly what you want.
 Primary Action: Get battle-hardened executives and department heads to take over new advertising activities and channels.
7. Last Points: Real business is messy. It takes a lot to find what audiences, lead magnets, methods, and platforms work best. And you can only find out what works if you try. So you have to try a lot of different things, a lot of different ways, for a long enough time to know for sure. The more you advertise, the more people find out about the stuff you sell. The more people who know about the stuff you sell, the more people will buy it. This is the key to the \$100M Leads Machine.

The \$100M+ Lead Machine

1. Your media team scales tons of free content, in all media types, on many platforms.
2. You regularly make offers to your warm audience to get more customers or affiliates.
3. Your ravenous audience makes anything you launch immediately profitable.

4. You have teams running and scaling profitable paid ads across multiple platforms.
5. Your cold outreach team gets you more customers.
6. You have an affiliate manager launching and integrating all new affiliates.
7. You have recruiters and recruiting agencies bringing in more lead getters.
8. Your product is so good that a third of your customers bring you more customers.
9. Your executive team drives all this growth without you.
10. And...you have more engaged leads than you can possibly handle.
11. Building something great, even if you know exactly what to do, takes time. And so many like to trumpet "overnight success," but looking behind the curtain tells a different story
12. So the bigger your goals, the longer your time horizons need to be. You want to play games where if you wait, you win.

A Decade in a Page

"Simplicity is the ultimate sophistication"

1. you're after: engaged leads, not just leads.
2. How to turn leads into engaged leads with an offer or lead magnet.
3. Core Four - the only four ways we can let people know about the stuff we sell.
 - a) How to reach out to people who know us: ask them if they know anybody
 - b) How to post publicly: hook, retain, reward. Give until they ask.
 - c) How to reach out to strangers: lists, personalization, big fast value, volume
 - d) How to run paid ads to strangers: targeting, callouts, WhatWho-Whens, CTAs, client financed acquisition
4. Maximizing the Core Four: More Better New
 - a) What keeps us from doing what I'm currently doing at ten times the volume? Then solving for that.
 - b) Finding the constraint in our advertising. Then testing until it frees the constraint. Then doing more until it gets constrained again.
5. The Four Lead Getters: Customers, Employees, Agencies, and Affiliates
 - a) How to get customers to refer other customers
 - b) How to get employees to scale your advertising without you
 - c) How to get an agency to teach you new skills
 - d) How to get affiliates launched and integrated
6. When advertising in the real world: The Rule of 100 and Open to Goal
7. The seven levels of advertisers and the \$100M leads machine in action.

Many Sided Die

1. Learning to advertise is a lot like the game of the many sided die. You do not know if it will work until you try. And when you start advertising, you will probably hit red on your first rolls. But if

you try enough times you will hit green. And when it works, you have a better chance of getting it to work again. The more you do it, the easier it gets. You begin to understand the game. No matter how many players there are or the number of sides on the die you're given, you start to see the only two guarantees:

2. The more times you roll, the better you get.
3. If you quit, you lose

You cannot lose if you do not quit.