

# **Business Knowledge - Rules of The Game**

(in development)

## **Richest Man in Babylon**

- 5 Laws of Gold
  - Gold cometh gladly and in increasing quantity to any man who will put by not less than one-tenth of his earnings to create an estate for his future and that of his family
  - Gold laboureth diligently and contentedly for the wise owner who finds for it profitable employment, multiplying even as the flock of the field.
  - Gold clingeth to the protection of the cautious owner who invests it under the advice of men wise in its handling
  - Gold slippeth away from the man who invests it in businesses or purposes with which he is not familiar or which are not approved by those skilled in its keep
  - Gold fleas who would force it to impossible earnings or who followeth the alluring advice of tricksters and schemers or who trusts are to his inexperience and romantic desires in investment
- 7 Lessons
  - Start thy purse to fattening
  - Control thy expenditures
  - Make thy gold multiply
  - Guard thy treasures against loss
  - Make of thy dwelling a profitable investment
  - Insure your future income
  - Increase thy ability to earn

## **Andrew Tate (Hustler's University)**

1. Money Likes Speed
  - a. Fast is not the same as cheap
  - b. Do more things faster to get farther sooner
2. A business is about money in
3. Start Ideas for Free
4. Family and Friends are good for business
  - a. Example - 15yr niece/nephew who knows web design
  - b. Example - Mom who is looking to retire but doesn't want to be bored - accountant
  - c. Work with family & friends when possible
5. Command Respect
  - a. Physical presence - Some things are spoken without speaking
  - b. Words will have more weight
  - c. It will never be detrimental to be big and strong
6. Resell the people you've already sold to
7. Don't get legal before you get rich

8. Use what you got
9. Staff need a clear objective
  - a. Make you money
  - b. Save you time
  - c. Or you don't need them
  - d. Teach them your business ethics - for example - speed
10. Outsource Cheaply
  - a. Try to work with people/students
  - b. Try not to hire another company to do your work
  - c. A company is interested in making itself rich not you
11. You can't fuck up if you don't spend money
  - a. Not saying you shouldn't spend money to increase your value
  - b. Spend money on knowledge and information
  - c. Overall be careful where you spend - will it make me more money?
12. Businesses won't last forever
  - a. Get rich quickly and take care of yourself
13. Reputation Control
  - a. Do more good than bad
  - b. Never going to make everyone happy
  - c. People don't go out of their way to slander you unless you really pissed them off
  - d. Don't ignore people even when they are being dicks
14. Only think about money all of the time
  - a. How do people take money from you?
  - b. Analyze everything and use it for your company
  - c. How, why, and who is benefitting
  - d. Could you run their business?
  - e. Could you do it better?
  - f. Only get peace of mind when you have enough
15. Be better at your job
  - a. Then ask why you don't do it
  - b. Use it to negotiate for more money
  - c. If employers don't give more money, use the time to start something on the side
  - d. You don't need to quit your job to do your side hustle
16. Do not compete on price
  - a. People don't buy based solely on price
  - b. Your brand has no strength or reputation
  - c. Easier to charge people more money rather than sell to more people
17. Shut up and listen
  - a. You only learn by listening
  - b. Anyone who is making money knows something you don't
  - c. Talking about your business is a waste of time because you already know everything about your biz - unless your pitching
  - d. You could have multiple companies do the same thing so it appears that the same person is getting pitched by different people

18. The Attention Economy
  - a. Attention is free advertising
  - b. Do not be afraid of shameless selling
  - c. Monetize attention - no such thing as bad advertising
  - d. We live in an attention economy
  - e. How does a company in your industry get more attention?
19. Play on people's insecurities
  - a. Sell people what they want
  - b. People like to be attractive - clothing brand
  - c. People like to have nice things to show - car brand
  - d. Protein shake - you won't get strong without it
20. Network is everything
  - a. If you roll with losers you will stay a loser
21. Keep your panties dry until the big guy is hard
  - a. People get excited over the business that they don't have
  - b. People get excited over the business that they do have
  - c. Its just money being exchanged - be happy but not giddy
  - d. Every day you wake up broke - today is a different day
  - e. Don't waste time counting money that you do or don't have
22. Send people their money back
  - a. People trust enough to spend more money later
  - b. famoose the goose
23. Hard Close
  - a. Urgency
  - b. FOMO
  - c. A definite is better than a maybe
24. Business ain't real until they pay
  - a. money in the bank
  - b. Doesn't matter if people say yes or you sell something
25. Stress tolerance
  - a. How much money you make is directly linked to your stress tolerance
  - b. You adopt other people's stress for a fee
  - c. Care mentally but do not get emotional
  - d. Not having energy is low-stress tolerance
  - e. Deal with the bullshit
26. Sell the need not the product
  - a. Example - Wolf of Wall Street
  - b. Example - Tired? Nice warm coffee.
27. Contracts are not real
  - a. Taking people to court takes forever
  - b. Don't have time (speed)
  - c. Might wait years for a maybe
  - d. If a big company doesn't want to pay you they won't pay you
  - e. Mutual interest is better than a contract

- f. Contracts are something that you might deal with when your bigger
- 28. Make sure your partners need you and make sure you need your partners
  - a. If your partners don't need you or you don't need them, then do it on your own
  - b. Partners don't need you - they'll screw you
  - c. If you don't need a partner, you spending unnecessary money
- 29. Every purchase is an impulse purchase
  - a. Even if someone waits their purchase is an impulse
  - b. All sales are impulse purchases
  - c. Convince on needs and hard close
- 30. Sell your client's future - assume the close
  - a. In the future, X will happen
- 31. Sell the result of a product
- 32. Image sells
  - a. You need to have a nice image of yourself
  - b. Good car, suit, go to the gym, etc...
  - c. Flexin on the broke boys is important
  - d. Don't waste money - invest in your life
- 33. Get good at talking
  - a. Learn to speak
  - b. Body language
  - c. Being good at speaking will make you better at selling
  - d. Find out why engaging people are engaging
  - e. Avoid filler words
- 34. Murphy's Law
  - a. Everything will go wrong all of the time
  - b. Speed and stress tolerance - the faster you can plug the hole, the faster you can get back to making money
- 35. If you find a loyal person, find them a job
  - a. You can always find more work
  - b. Don't turn down good people because you can't find work
  - c. As real jobs appear you will already have loyal staff members
- 36. Aim way too high
  - a. Be realistic, don't be a dick, but have high goals
  - b. Never be content
  - c. Aiming higher will help you reach higher levels
- 37. Irrational self-confidence without being a bullshitter
  - a. You want confidence
  - b. You don't want a bullshitter though
  - c. People want the best
- 38. money cannot be made
  - a. The federal reserve makes money
  - b. Otherwise, debt is how money is created
  - c. money can only be taken
  - d. money is like water - water is always moving

39. Don't make anyone irreplaceable
  - a. People lose a key employee then they really suffer
  - b. Have good employees teach other employees
  - c. If your company cannot survive without a specific person it's in trouble
40. Tell people that they can't have things
  - a. "Might not have it" but reconfirm their need
  - b. Call back and say it might be difficult and need to be purchased right away
  - c. Think outside of the box
41. You already know what to do
  - a. Broke people are either lazy, arrogant, or stupid
  - b. Too much waiting and talking than action
42. You don't need to be passionate to be in business
  - a. You are passionate about money, not the product
43. War is profitable but not always
  - a. You need a specific strategy - know what you are doing
44. FOMO
  - a. Talk about how many people have already bought your product
  - b. Herd mentality
45. Chaos and opportunity are the same
  - a. Every cloud has a silver lining
  - b. You have to identify the opportunity
  - c. That's just for chaos in your business - even better if it is in the market
46. View your offers from your buyer's eyes
  - a. People decide to give you their money
47. Ask your mother
48. money will never motivate your staff
49. Success is exponential
50. Nobody is really broke
51. Nothing fixes itself
52. Never say no to money
53. Diversify to stay anti-fragile
54. Never assume work
  - a. If you didn't see it didn't happen
  - b. Check on your employees
  - c. Are things done or not
55. Everybody loves a winner
  - a. Never admit a problem or how your struggling
  - b. People don't want to work with losers
56. Keep an eye on the competition
  - a. Overtake them before they get traction
  - b. At least take money from them
  - c. Example - If you make 50K you also took 50K from your competitors
  - d. Never give your opponent free reign
57. money and business are your life

- a. Life is business, business is life
  - b. Go to dinner with dudes you might need to talk about business
  - c. If you want to go somewhere, find a way to tie business into it
58. Develop a phone addiction
- a. No such thing as burnout
  - b. Quality quantity beats quality
  - c. People who don't have phone addictions do less
  - d. Find work on your phone
59. Nothing is too good to be true (that you sell)
- a. Everything you sell is fantastic
  - b. You wouldn't feel as obligated if you don't say it
  - c. It's difficult to get attention today - people don't pay attention to things that aren't absolutely fantastic
60. Spot Bullshitters
- a. Good car vs shit car
  - b. If you get famoosed your a goose
61. WHY
- a. You know what they bought
  - b. You know when they bought
  - c. You know how they bought
  - d. You might know who told them or where they came from
  - e. Buy WHY did they buy?
  - f. The whys will tell you more about where and how to advertise
  - g. The whys will save you
  - h. Example - get reviews
62. Everything is a sell
- a. A request is a chance to get credit even for no reason
  - b. "Let me do this for you..."
  - c. Sometimes is not as easy as doing nothing
  - d. Make sure the client knows that you have worked for them
63. Take every offer seriously
- a. Let them talk & learn something
  - b. Even if you have no intention of money
  - c. Don't get famoosed, but let them try because that's where knowledge stems
64. You don't have to understand it to make money
- a. Example - crypto
  - b. No matter how much you know it won't change how the markets work
  - c. Don't waste time and energy on something that does not add to money coming in
  - d. You do need to know things, but not everything about everything
65. Politics is for big-boy business
- a. Doesn't matter who the president is
  - b. Politics is a mental trap
  - c. You have a limited amount of energy
66. Famoose the Goose and Fameese the Geese

- a. Need money now
  - b. A bird in the hand is worth two in the bush
  - c. money in the bank is worth more than the money you might get
- 67. Debt isn't real
- 68. Not what you sell but how you sell it
- 69. Play to people's strengths
- 70. Satisfy Immediate Need
- 71. Rules don't make people rich
- 72. Always sharpen your tools
- 73. Buying from you should make people happy

### **Alex Hormozi**

- 1. He who gives the money is in control
- 2. Never trade reputation for money
- 3. Money Loves Speed, Wealth Loves Time, Poverty Loves Indecision
- 4. We can always make more money than we need
  - a. You don't need that much in life
  - b. You become harder to influence and gain back control in negotiations when you have more money
- 5. Fortunes are made by taking a lot of risk with a little money, fortunes are maintained by taking a little risk with a lot of money
  - a. anything times zero is zero
- 6. money flows where attention goes
  - a. Pick one thing go all in
  - b. Most people have the potential but not the focus
- 7. Your home life and your business life have to be aligned moneywise
  - a. Can't be starting a business while trying to flex too much
- 8. Ignore money advice from poor people
  - a. Their opinion does not matter because they haven't been there
  - b. The lowest required level of expertise is having been there, then you need to have taken other people to where you where
  - c. The richer the person, the more accurate their perception of reality
- 9. It's always easier to buy than to sell
- 10. Money is jealous, it sticks to the person who gives it the most attention
  - a. Wealth always ends up flowing to the people who pay it the most attention
- 11. We stay poor until we have learned all the lessons that poverty has to teach
- 12. Frugality drives innovation
  - a. Even if you have money, constraining your resources forces you to think creatively rather than just use money
- 13. Think once before investing, and think twice before spending
  - a. Investing will be worth more in the future
  - b. Spending will never increase in value
  - c. Some things will return more than others, but overall, you will see compounding returns

14. money flows to the person who needs it the least
  - a. People who don't need money because they already have leverage
  - b. The person who needs the least has the most power
15. You make money, money doesn't make you
  - a. money is an amplifier
  - b. Your ability to make money increases your value
16. It may be an amazing opportunity, but not your amazing opportunity
  - a. Once you get over analysis paralysis, you start taking action
  - b. Your 'yes' muscle becomes too flexed
17. You control the money flow wherever possible
  - a. The further upstream you can go, the more leverage and control you have over money
18. Always have an 'oh shit' fund
  - a. You are losing money over time BUT
  - b. You can take whatever risk you want and be taken care of
19. The biggest eroder of wealth is ignorance, and the second biggest eroder is taxes
  - a. Not making 1M a year is costing you 1M a year
    - i. You make 50K/year, it costs you 950K/year to not know how to make 1M
  - b. What would you pay to pay down that debt? How do you make it go away?
20. You get paid for:
  - a. The value you create (VUC)
  - b. Your ability to negotiate (ATN)
  - c. How hard you are to replace (HTR)
  - d. Formula -  $(VUC * ATN) / HTR$
  - e. provide a huge amount of value, learn to negotiate for as much of it as possible, and do it in such a way that no one else can compete against me
  - f. Making money is capturing a percentage of the value that you provide to other people
21. Mistakes love a rushed decision
  - a. Ex - FOMO (fear of missing out)
22. Leverage comes from not needing the other person, specifically, leverage comes from not needing anything
  - a. You can't control someone who needs nothing
  - b. How do you decrease your needs to zero?
23. Markets take longer to adjust than you expect and they move faster than you can imagine
24. money is a game, treat it as such
  - a. The wealthiest people in the world are just trading tokens now
  - b. Stats in a video game
    - i. Life is just a video game on hard mode and you never get out alive
25. Don't bet the empire for a pot of gold
  - a. No matter how big the number is, anything times 0 is 0
  - b. You can go all in on your attention, but you shouldn't go all in on your money unless you know what you doing



26. Always do a starter deal with new faces
- a. If you have never done a deal with someone, do a small deal with them first
  - b. Have everything make sense on paper, they should be a good individual, etc...
  - c. Once they check all the boxes, you still mitigate your risk by making your first deal a small deal
  - d. I'm not going to write you a check for X amount until we've already done a deal
27. Trust is worth more than a bigger return
- a. Trust lubricates deal velocity & compounds
  - b. The most valuable thing you can have is trusted partners
  - c. Don't take all the meat on the bone so you have better relationships
  - d. How people talk about who they do business with tells you a lot about how they do business
  - e. Poor people always try to one-over everyone, so they have no trust and no compounding relationships rather than having a network that is always feeding them deals and always giving them slices of the pie
28. money is not a zero-sum game
- a. The money supply itself is fluid, it grows
  - b. You can make a deal with multiple people and still win
  - c. How can you make money with people?
  - d. Create value rather than slicing and dividing value
29. Never take a standard deal, there is always a better one
- a. The only way to get better deals is to not need deals
  - b. You have to ask for the better deal and be willing to walk away when they say no
30. Expect low-risk amazing returns
- a. Wealthy people are not just interested in 10% returns, but 50%, etc.
  - b. For example - If they are wrong, then they get less than 50% return, if they are right then they crush it
  - c. Don't expect a 10% return because of the S&P500, you can have personal standards
31. Don't think in IRR (Internal Rate of Return)
- a. Think of how long it will take to double triple, etc...
  - b. It's hard to say something will grow by 25% a year, what is easier to say is that it will double in 3 years.
  - c. What can you get today that is half off what it's gonna be in 3 years?
32. Diversification is a hedge against ignorance
- a. Something is only risky if you don't know what you're doing
  - b. You either know everything or know a few things and only do those things
  - c. There are a million ways to make a lot of money, you just need to be good at something
33. Returns are in the terms
- a. Terms are far more powerful
  - b. For example - you pay someone a billion dollars for a service. If it's on your terms you can make more than a billion before you lost a billion, so you never lose on that deal, then you can do it again and again

- 34. Use house money
  - a. If you can recoup your principal and still have money in the game, do that
- 35. Always know how to get your money back
  - a. If you know how to get your money back, you need to know the exact way of doing it
  - b. Walk through each of the steps so you know how it would work
  - c. If people don't mean it, then they won't have a way to do it and you'll sniff something out immediately
- 36. Cashflow is king
  - a. Your cash flow is your income minus your expenses
  - b. Some people have high revenue but super low cashflow because they have high expenses
  - c. Switch your metric to what are you saving every month rather than making per month
- 37. Buy for revenue
  - a. The money isn't made in the buy or the sell, its made in the weight
  - b. For example - you only get 10 trades to make
  - c. If you could never sell something you buy, you buy differently
- 38. FOMO means go slow
  - a. Get some breather room between you and the decision
  - b. If you don't remember a lesson from a mistake then it'll happen again
  - c. The only reason you fell FOMO is that your time horizon is too short
- 39. If you can't afford to lose the money then don't lose the money
- 40. Peace of mind can be bought and it can be sold
  - a. You can buy insurance to take care of the things you're worried about
  - b. You make better decisions when you have peace of mind
- 41. A lot of people think of diversification in terms of the industry but not in terms of the capital stack
  - a. Where you sit on the stack in a business
  - b. When the tides go out, you are the one who gets your money back first

# **Lessons From People**

## **Alex Hormozi**

1. Speed is not doing things fast, it is doing priority things without being distracted by other shit that doesn't matter
  - a. being able to prioritize
  - b. Lots of time people just aren't doing things that are high priority
  - c. If you get something done by the end of the day, rather than the end of the week, you have sped up the process by 7X.
  - d. If a competitor gets through the OODA loop faster than you do, you have no chance of catching up
  - e. How long does it take you to improve things (from finding a problem to understanding the problem to finding a solution to executing a solution)
  - f. EXAMPLE - I need to do X. How long will it take me to do X? Ok, it takes my Y hours to do X. What am I doing today that is more important than X? Ok, where can I fit Y hours to do X, starting from now?
  - g. People procrastinate, but the problem will not go away
2. Follow the playbook that has already been tested. Only when you become successful at this process do you earn the right to start tweaking it.
3. Gold medalists at the Olympics do not feel happy when they win, they feel relieved as all they worked to prove that they were already a champion.

## **Leila Hormozi**

1. Keep innovation going at the lowest levels
  - a. EX - the frappuccino was not made by the Starbucks CEO, but by a barista in LA.

# **Lessons From Books**

The online library I am working on - <https://books.dev00ps.com>

## **0 to 1**

- Progress Comes from Monopoly, not Competition
- Each Moment Only Happens Once
- There is no Formula
- Best Interview Question
  - What important truth do very few people agree with you on?
  - EX ANSWER: Most people believe in x, but the truth is the opposite of x
- Company's Most Important Strength
  - New Thinking
- Contrarian Thinking
  - Make Incremental Advances
  - Stay Lean and Flexible
  - Maintain Your Competitive Drive
  - Focus on the Product, not the Sales
- Rivalry Causes Us to Copy the Past
- Last Can Be First
  - You must study the endgame before everything else
  - To win a war you must have a plan

## **Expert Secrets**

- Find your unique message
  - The riches are in the niches
- Build a loyal following
  - Being polar is what attracts raving fans
- Convince people emotionally before getting them excited with your logic
  - Logic is used to justify the purchase decision that someone already made
- Offer value
  - Tripwire - a low-cost irresistible offer
  - High ticket offers
- Build a funnel
- Use online platforms to promote
- Soap opera sequence - automated follow-up emails

## **High Output Management**

- Everything is Process
- Identify the bottleneck
  - Focus on Vital, Measurable Indicators of Output
- Information Gathering is Fundamental
- Managerial Activities Should Use Leverage
  - Managerial Tasks

- Collecting Information
  - Conveying Information
  - Making Decisions
  - Make Less Decisions, But Make Important Decisions
- Delegate & Inspect Employee Work
- Hold a proper meeting
  - Why make a 10min meeting 1hr?
  - Know why your meeting in the first place
  - Types of meetings
    - One-on-one
    - Staff meetings
    - Operational Reviews
- Decisions Are The Output Of A Process of Questions
  - What decision is needed?
  - When does it need to be decided?
  - Who should be consulted?
  - Who decides?
  - Who ratifies or vetoes?
  - Who needs to be informed?
- Manage Short-Term Decisions Based on long-term plans
  - Size your market
  - Know where you are
  - Find a hypothetical path to meet demand
  - Move toward long term plans using short-term objectives
- As an organization grows, speed decreases while leverage increases
- Functional teams increase leverage, mission-oriented teams increase speed
- Dual Reporting Increases Both Leverage and Speed
- Manage teams by setting expectations and cultural values
- Motivate employees by “shaping the field” based on what drives them
- Manage in the context of task-relevant maturity
- Use performance reviews to improve performance
- When an employee quits, its the manager’s fault
- Recycle high achievers who are over-promoted
- Training is the Manager’s Job
  - Managers should have prior experience with the tasks performed by the people they are managing, therefore, managers should be the ones training people
- Assess Your Own Output

### **Dotcom Secrets**

- Create a lead magnet
- Use a sales funnel
- Write copy that sells
- Use webinars to sell
- Use email marketing

- Optimize for conversions
- Use retargeting ads
- Create a sense of urgency
- Continuously test and improve
- Use video marketing
- Create a membership program
- Leverage the power of social proof
- Use web analytics
- Create a sense of community
- Build a brand
- Use story-telling
- Leverage influencers
- Use scarcity
- Optimize for mobile
- Provide exceptional customer service

### **Crushing It**

- Start a personal brand
- Consistency
- Use social media to connect
- Use the strengths of each social media platform
- Be authentic
- Create value
- Listen to feedback
- Take action

### **Jab Jab Jab Right Hook**

- Social media platforms have unique characteristics and behavior
- Make targeting and engaging content
- Consistency
- Listen to and engage your audience
- Use storytelling and emotional connections
- Experiment
- Track metrics
- Visuals are powerful - images and video
- Be creative
- Align social media efforts with overall business strategy
- Make sure to use CTAs (Call To Actions)
- Influencer marketing with influencers in your industry
- Build a community
- Build brand awareness and reputation
- Be authentic
- Measure and analyze the ROI of your social media efforts
- Stay up to date on social media algorithms and trends

- Have a crisis communication plan
- Use automation to streamline processes

### **The E Myth Revisited**

- Understand the jobs and processes required in your business
- Fulfill those tasks until you can delegate them
- It isn't the commodity, its the delivery
- The business should serve your life, not the other way around
- Great businesses are build by the ordinary doing extraordinary
- Consistency is the key to good service
- Great people create their lives
- We are capable of great things - especially running a business
- Marketing is about what your customer wants
- Your customer's perception is reality
- Marketing is guaranteeing something no one else will
- Build on systems, not individuals
- Understand your business
- Build your model out of scale
- Stay focused on the long haul
- Plug others in
  - Create processes that can be duplicated so plug people into appropriate roles
- You hold the power
- Ask how this will work
- Create your own principles
- Make everyone happy
  - There doesn't have to be a winner and a loser
- Work ON the business, not IN the business
- Develop a lasting brand as you build your business

### **Trump Art of the Deal**

- Have fun - the excitement comes from playing the game
- Think big
- Protect the downside and the upside will take care of itself
- Maximize option
- Confident and assertive in negotiations
- Use leverage and negotiation tactics to gain an advantage
- Be a closer
- Be able to think creatively
- Build relationships
- Understand the industry and competition
- Identify and manage risk
- Enhance your location
- Get the word out
- Fight back

- Deliver on promises
- Contain the costs

### **Trump Art of the Comeback**

- Play golf
- Stay focused
- Be paranoid
- Be passionate
- Go against the tide
- Go with your gut
- Work with people you like
- Be lucky
- Get even
- Always have a prenuptial agreement

### **Trump Strategies in Real Estate**

- Sell yourself - personal qualities and reputation
- Think big
- Principles of negotiation
- Negotiating Tactics
- Get higher-than-market prices
  - Create glamour and prestige
- Tactics for attracting lenders and investors
- Get help from real estate specialists
- Be on time and under budget
- Holding strategies and exit strategies



# **Dissecting Business Processes**

1. Opportunity → Offer → Marketing → Sales
  2. Employee Onboarding → Negotiations → Leadership
  3. Leverage
- Opportunity
    - Look for problems/nuisances/chaos
      - Solving rich people's problems
        - big dream outcome + get what was promised
        - Incredibly fast + low effort and sacrifice (for the customer)
        - Speed and convenience are paramount - the money is no issue
    - You don't always need something new, you can just do something better than others
      - The Easiest Business Model - find something someone else is doing and do it in half the time
  - Offer
    - How do you communicate the value that you're going to deliver
      - You have your promise and how you deliver
      - Would much rather have a supply problem rather than a demand problem
      - What does everybody want, then how do you deliver
      - How do you make yourself better so that you know that you will deliver on your promise?
      - Probably need to charge more
      - need a done-for-you component where you provide more than you normally would
        - Want to solve all prospect's problems, or perceived problems
        - Want to reverse all risk to the prospect
      - Go above and beyond - you almost want to make a guarantee that you scared of
        - You'll sell more people
        - If you're scared, you'll work your ass off to deliver
      - If you can deliver on a promise and deliver something very valuable where people don't need so much effort and sacrifice - you will be rewarded by the marketplace.
      - Sell first, over-deliver, then optimize for profit
    - What your selling
      - Products
        - Physical
        - Digital
      - Services
        - Physical
          - Private Chains
          - Franchise

- Digital
      - Licensing
      - Software / Tech Service
    - Access
      - Physical
      - Digital
  - Price Structure
    - $\geq 80\%$  gross profit margin is the goal
  - Increasing the quality of your customers increases the quality of your business
    - Increased price leads to increased emotional investment
    - People won't bother with something priced too low
    - Increased price will increase perceived value
    - Increased emotional investment and increased perceived value leads to better results
    - The higher the price is (the fewer payment plans you have to deal with) the easier it will be to handle a customer
    - With increased prices, you will have more money to deliver your value
      - Re-invest in your product
      - Attract higher level talent
      - If you have no margin, the best people won't work for you, they'll go to the business owner who knows how margins work, leaving you to putting out fires from people fighting over prices
- Marketing (Leads)
  - Outbound
    - Warm - people you know
    - Cold - people you don't know
    - Calls
    - DMs
    - Emails
    - Flyers
    - Ads
  - Inbound
    - Referrals
    - Affiliates
    - Make organic content
  - CAC - Cost of Acquisition (of a new customer)
    - Should include everything
      - Sales Commission
      - AD spend
      - The marketing team that created inquiries
      - Software associated
      - ETC...
  - LTV - Life Time Value (total gross profit of a customer)

- Example - acquiring a customer for \$200 ad spend when you make 10% gross margin on the \$700 that the customer spends over time (spend \$200 for \$700)
  - All your business decisions should be made on gross margins
- 30-Day Cash (how long it takes for a customer to pay back their acquisition cost)
  - Get access to a credit card
  - Use that money, and use the 30 days to pay back interest-free
  - If you know that the 30-day cash is equal to or less than the CAC, then you can use other people's money to acquire customers
- **LTV to CAC ratio**
  - LTV:CAC > 3:1
  - Need to be able to generate 3 times the CAC in gross profit
  - Example
    - Making 80% gross in business
    - The customer has a \$1000 LTV
    - You end up with \$800
    - Your CAC needs to be less than  $800/3$  (\$266)
- **30-Day Cash to CAC ratio**
  - Need to have at least a 1:1 ratio of 30 Day Cash to CAC
  - You at least break even on acquiring customers
  - AND you are breaking even within a window where you can use other people's money for CAC
  - Example (following the previous example)
    - CAC needs to be under \$266
    - If you can get your 30 Day cash to be greater than \$266, then you at least break even on acquisition, and you get to keep the other \$500 or so profit
- Give people what they want to give them what they need
  - Sell accurate, short-term success
  - Once have trust, provide a longer-term plan
  - You already know what needs to happen, the prospect doesn't
- Direct Marketing
  - Need money quick
- Branding
  - Compounds in value over time
  - People are willing to pay a premium
- Word of Mouth / Affiliates so you market with no money
- Content (social media) Marketing
  1. Make Something and Post it Sometime Somewhere
  2. Post something somewhere consistently
    - a. Your doors say 'open' on them
  3. Post reliably on all platforms
    - a. Learning what packaging looks like on different platforms
  4. Maximize output on all platforms

5. Capture and create (ex podcast clips)
    - a. No such thing as too long, only too boring
    - b. Quality > Quantity, but quality quantity wins over quality
    - c. You start by sucking, you get better, then eventually you suck so little that you are actually good
  6. Part 1-2 is about lead nurturing
    - a. Post something recently that's not shit
    - b. people who hear of your business can look at your social profile and think that it is legit
    - c. give salespeople ammo
    - d. You can weave what works on your organic content into your paid side of marketing
    - e. Low-risk ways of testing hooks and headlines to get more people to buy from you
  7. Part 3-5 is about generating new customers from your content
    - a. The platforms start serving your content to people because they can increase the amount of time that people spend on the platforms (makes the platforms money)
  8. How to convert eyeballs to money
    - a. Insert CTA's into vid
    - b. Provide value the rest of the time (extract value in a tangible way)
      - i. Why should this person listen to me?
      - ii. Why is this worth their time?
    - c. The more you give the more you grow, the more you take the more you shrink
  9. Costs
    - a. Time
      - i. It's going to take a lot of work to get people to keep coming back to your content
    - b. Long Term
      - i. Fame is the most efficient business model
    - c. money
      - i. Phase 3-5 will surpass your capabilities to keep up with what is required for each phase
      - ii. You need some form of leverage (labor)
      - iii. Use vendors, but some are data-driven, and you have to balance the clicks and views with how you want your message to be conveyed
- Expand
    - Not only about reaching more avatars
    - Have different spokespeople
      - Represent different demographics
      - Represent different psychographics
    - Expand your marketplace without needing to change what you are selling

- Lessons
  - Let the customer pick their own prices
  - Make your most profitable items most visible
  - Offer more things
  - Make the default option the most profitable one
  - Buy from a motivated seller
  - Leverage word of mouth
- Sales
  - Get people to give you money for your offer
  - Mostly based on your conviction
    - how much will the prospect truly benefit from this product?
    - If you come from a space of GENUINE care, you won't convince the prospect of something that they shouldn't do
    - If you genuinely believe that your product or service is going to help people, then its easy to make the sale
    - Most people don't believe in their product and they don't care about their prospects
    - That's why there's more churn in salespeople than would otherwise be necessary if they all sold something they believe in
  - Sales Script - Questions Only (for both inbound and outbound sales)
    - Clarify (why the prospect is there)
    - Label (prospect with a problem)
    - Overview (past pain)
    - Sell (vacation - reason for pain / missing link)
    - Explain (away concerns)
      - Price - discrepancy in value
      - Stall - don't want to make a decision -> walk through making decisions
      - Decision Maker - rely on past agreements that imply prospect's decision
    - Reinforce (the decision - pump up customer)
  - Sales Management (leadership, culture, mojo)
    - Closer (how you manage the scripting framework)
    - Call Recordings (compliant and get accountability)
    - Comms
      - daily huddles - share testimonials on why to sell
      - weekly one-on-ones or bi-weekly if killin it- go over calls - 1hr / guy / week
        - Best call, worst call, average call
        - Ask where salesman went over each part of the script's framework
    - Cut (bottom 10% on regular basis)
    - Competition (bonus to having clear KPIs)
      - Published, public leaderboard

- Notification when someone makes a sale
  - Small teams competitions
    - Cycle - every 30-42days or so
    - Budget - about 25% of a one-month check per person
- Sales Scaling - what to look for in a salesman
  - Speed of response
    - Work ethic
    - how fast they get back to you (as a lead)
  - Intelligence
    - If someone sounds like an idiot, thats what the brand looks like
  - Able to listen
    - Motormouthing a sales call is not good
    - Socially aware of when to talk at the right time
  - Coachability
    - Go through role-play sales with some context
    - Don't care about how well you sell, just want to hear you talk through things
    - Give feedback, ask to try again
    - If they can
      - take the feedback without an ego
      - improve on the second try
  - Knowledge of what your selling
    - Prospect Knowledge - who are you selling (matters more)
      - Be able to explain exactly the problem the prospect has
    - Product Knowledge - what are you selling (also important)
  - Onboarding - 14day
    - Have them listen to good sales calls
    - In between watchin calls, have them work on their script
      - Question-based framework (CLOSER)
      - Give the prospect a decision by the end of the call
    - Role-play testing
      - Sell you on them being able to have the sales conversation
  - Half-schedule
    - Not full schedule - don't want them blowing through a ton of leads
    - Second half - review the calls that they had
    - your meet with them twice/day - beginning and end
      - Communicate goals
        - Make sure clear on what their KPIs are
      - Make sure that they are motivated
      - Train them
      - (30min) Listen to a couple of their calls right before meeting & take notes
      - (5min) Talk about improving highest-impact things
      - (25min) Role play again with new changes

- Next day - see if they made changes
    - If not - roleplay
    - If so - good job, lets also do this thing (practice a part of the framework)
      - Example - drilling overcomes
    - Flex muscle & get in reps
  - After Onboarding
    - If meeting quota, or closing metric, then they get a full schedule
    - If drop below KPI for 2 weeks, they go on a Performance Improvement Plan
    - If after the next two weeks you still haven't improved, your out/fired
    - When you hire people, you set the expectation of excellence
  - How to improve them
    - Review sales calls with written notes
    - Prioritize where they can improve the most
    - Communicat and drill them on those things
    - Keep conviction high
      - reading testimonials from clients they recently sold
      - The results the client is experiencing
  - Want them to be willing to push through the "NO" because they believe in the product and the transformation that the other person is going to experience - not because they have their ego tied to making the sale to be number one
  - Maintain the standard
    - Excellence in everything we do
    - If its worth doing, its worth doing well
    - Example - I expect you to attend our 5am training for an hour, where we drill together
    - Example - I expect you to show up on time to every single call
    - Example - I expect you to clean up you pipelines every single day and that you put the call notes in the CRM, as required
    - If you do not do those things, even if you are the best closer on the team, I will fire you
  - More tips & tricks
    - Make a more believable pitch
      - negative statebment BUT positive statement
  - Restaurants & Mints hax - reciprocity
    - People feel more obligated to comply to your request when
      - You give them a gift
      - its personalized to them
      - its unexpected
- Employee Onboarding
  - Things to look for

- Proven competence
  - Humble - have the humility to be wrong or talk through opinions
  - Hungry - do they have drive?
  - Smart - situational awareness
  - Lucky - why have unlucky friends, business partners, or employees?
    - You listen to bullshit enough, you will start to believe it
    - Create luck - preparation breeds luck, show up, listen, etc...
- Manage Expectations
  - Expectations at their previous job may not be the same as your expectations - so set your expectations
- Give them context (main focuses)
  - The people they will be working with
  - The company that they will be working in
  - Our goals for the company
  - How their role impacts the business
- The Onboarding
  - Training should reflect the role that they are doing
  - Have a structure around their role so that the onboarding will have structure
  - If you have no expertise in a role that you are onboarding for, collaborate with them so that they can onboard themselves
- Negotiation (Deals)
  - Reputation is compounding
  - You have to be willing to walk away
  - money is not a zero-sum game
    - How do more people win more?
  - Say the entire process out loud to who you are negotiating with
    - If you don't understand what someone is saying - they either don't understand it themselves or they are trying to confuse you
    - If people don't mean something, then they won't have a way to do it and you'll sniff something out immediately
  - Tactics
    - Planning
      - What is your objective
        - Choose words
        - List all the ways that you can achieve your objective
      - Think of the audience
        - Anticipate
        - Rehearse
      - What is the other person's objective
        - How are they benefiting from this negotiation
    - Negotiation Allegiance
      - Mirroring and synchrony
    - Chronicity



- Tactical use of time
  - Circadian rhythm & blood sugars
  - When will this person most likely resist or disagree?
- Silence
  - When should you stay silent?
- Entropy
  - Let people vent/wear out - energy dissipates - entropy takes over
  - Unwise to be entropic in business deals / rush a decision
  - Expect the unexpected
    - Be willing to walk away
    - Be open to the possibility
    - Know specifically how will you make your money back
- Operational Accord
  - The state in which a degree of accord / conformity / and or affinity is present within a relationship with a subject
- Emotions
  - People will forget what you said
  - People will forget what you did
  - People will remember how you made them feel
  - Be tough on the cause
  - Be kind to the people
  - Logic is not the only thing that matters
    - Prisoner's dilemma
- Action
  - Always act, never react
  - Know your buttons so you see when they cannot be pushed
  - Calm - woosah
- Empathic Model
  - Assessment Phase
    - Prior research
    - Physical appearance
    - Current disposition
    - Misc info
  - Engagement Phase
    - Measured attempt to establish a meaningful line of communication using all information from the assessment phase
    - Where you'd like to meet
    - How you'd like to meet
    - How many people are involved
    - If it doesn't work ask them about their preferences
  - Transactional Phase
    - Attempt to come to an agreement or satisfactory outcome
- Black Swan
  - Succeed with people

- You are not the only one that wins
- Make what you want part of the path for other people to get what they want
- Coming to terms with what yes and no really mean is the first major turning point in anybody's negotiation journey
  - Yes is not a success
    - Yes is at best an aspiration only (hope)
    - Hope is not a strategy and is inadequate alone, most commonly its counterfeit or fake
  - No is not a failure
    - No can mean not yet or no to specific circumstances
    - It is come up unexpectedly, there is probably another path
    - Getting people to say no to a calibrated question is very powerful
    - No typically triggers next steps
- Ask for slightly more time than necessary
  - Example - pitch takes 9min - ask for 13min
- Use no-based questions - people feel safe when they say no
  - Is now a bad time to talk?
  - Does this sound too crazy?
- Tactics
  - Paraphrase well
    - Keeps the conversation going in more digestible bites
  - Genuine interest and curiosity help to stay focused
  - Only use questions to calibrate thinking in the other person's brain
  - Make what someone is asking for in excess to a deal the obstacle to what they want
- Mistakes
  - Clubbing People with their leverage
  - Having to go first
  - Having to anchor from the beginning
  - Continuing to ask for stuff after you made a deal
- Leadership
  - Have people work on your side
  - You want loyal employees
- Leverage
  - The Levels of Leverage
    - You can get paid for what you do
      - Example - Electrician (paid per hour or job)
    - You can get paid for what you know
      - Example - Online Course (paid per student)
    - You can get paid for who you are
      - Example - Kylie Jenner (People buy from people they like & trust)
      - Example - Elon Musk (Friends Loan You Money)

- Types of Leverage
  - Labor
    - Example - Rockefeller & Oil
  - Capital
    - Example- Buffet & Stocks
  - Code
    - Example - Anyone in Silicon Valley
  - Media
    - Example - Alex Hormozi
    - Example - Andrew Tate
- Money < Time < Attention
- Money vs Time
  - You get paid for what you do, you get returns on what you own
  - You buy back time
  - You backfill the time you buy with learning/improving skills required for something even more valuable
  - The transition from active to passive
    - Take two steps forward
    - Delegate the thing you were doing to move to the more valuable thing
    - Hire someone to do the more valuable thing to take the second step forward
    - Now your an owner, and can see the weaknesses of your business better from an outside view
    - Tips
      - Don't do it to soon
      - If you are going to do it, and if you can think about what you get paid on versus what you get returns on, then you can separate what you do versus what you own within the value of your net worth
      - Poor people do the wrong things, rich people do the right things, wealthy people own the right things
      - Put someone in place to do the thing you are getting paid for and keep the things that you are getting returns on
- Time vs Attention
  - If you are not paying attention, you are wasting your time
  - If you need to “unwind” you just need to resolve what is unresolved
- Growth
  - What got you to a point will not get you to the next point
    - The only way to grow your business at a certain point is to grow other people
    - You need the attention and bandwidth to do so
  - In order to grow, you need to do less

- The richest people in the world work in quiet, tranquil space
- Often world champion athletes don't possess something you don't have, but lack something you have which is a distraction
- Pay attention to your attention
  - You need to resolve things that are troubling you
  - Close the open loops
- Attention gives you the ability to see
  - A wise person sees what someone else doesn't see
  - Big problems will seem small and small problems will seem big

## Useful Formulas

- Money < Time < Attention
- The Golden Ratio
  - Beat the PIE Equation and try to get negative churn
  - (Referral %) / (Leaving %)
- The PIE Equation
  - Usage
    - Know if your business is going to grow or shrink
    - Know where your business is going to stall or reach
  - (inflow) / (outflow) = (new customers per month) / (customer churn per month)
  - (inflow) / (outflow) = (LTV) / ((LTV/Lifetime) x (1/LTV))
  - (inflow) / (outflow) = (revenue per month) / (revenue churn aka % losses)
- Gross Margin (try to get over 80%), then get to 90, 95, and so on)
  - Revenue - Cost of Goods Sold (COGS)
    - COGS is the price of an additional unit, not operations like payroll
  - Percentage Margin = Gross / Revenue
- Net Margin
  - What you keep after COGS and other operations
- Infinite Customer Acquisition
  - $2 \times (\text{CAC} + \text{COGS}) < 30\text{-Day Cash}$
  - LTV to CAC
    - $\text{LTV}:\text{CAC} > 3:1$
    - Need to be able to generate 3 times the CAC in gross profit
  - 30-Day Cash to CAC
    - Need to have at least a 1:1 ratio of 30 Day Cash to CAC
    - You can use other people's money (credit) to acquire customers
- Real Estate Success
  - Property Income = (Rent Per Unit) x (Number of Units)
    - multiplication is stronger than addition
  - (Property Income):(Debt Principle + Debt Interest) > 1.1:1
    - The ratio of your income to what you owe should be at least +10%
- Sales Equations
  - (Skill) x (conviction) = closing %
    - People can detect your intent and understand that the value you are trying to convey is true. You won't get far if you don't care about the product.

- $(\text{work ethic}) \times (\text{conviction}) = \text{units sold}$

# **Decision Making Frameworks**

## **Making Decisions More Decisive**

1. Is Time an asset or a liability - add years back to your life
  - a. Extend your time horizon for your goals (long-term goals)
  - b. Consider how things compound over time will work to assist you
    - i. Example - SEO & Inbound Marketing vs just Outbound marketing
  - c. Invest in things that will give you a greater disproportionate return over a longer period of time
    - i. Example - after the business is established start to increase time between measuring ROI
2. Try using IF THEN statements
  - a. Avoid making the same decisions
  - b. Unless you are trying to improve something
  - c. Example - IF no diligence THEN no deal
3. If you don't know someone firsthand, don't make a judgment
4. There is 0 benefit to blaming your customers

## **Concepts For Making a Million Dollars**

- Sell something for \$1M
- Buy something for \$10M and sell for \$11M
- Provide \$10M value and collect a 10% fee
- Borrow \$1M, buy something, and have someone else pay it back
- Refinance something for more than you bought it
- Get a contract for something for less than it's worth & then sell that contract
- Collect a commission on a transaction
- Reselling - buy early & sell later
- Sell units of stuff
  1. \$20K/week for 52 weeks
    - a. Sell 20 people a \$1K thing
      - i. \$100/mo membership for 10 months - sell 20 per week
    - b. Sell 2 people a \$10K thing
    - c. One Person every 4 weeks an \$80K thing
  2. Increase money
    - a. Sell more units
    - b. Make the thing that you're selling worth more
- Get people's businesses for \$0 down
  - Ex offer: If you give me your business I will you what your income would be for two years
- Become an affiliate/franchise
- Arbitrage
  - Sell the same thing between two different markets

## **Concepts for Growth - Alex Hormozi**

- Scaling a Company
  - \$0-1M (product)
    - Single product / Single Channel
  - \$1M-10M (X-sells & Up-sells)
    - Multiple Products / Multiple Channels
  - \$10M-30M (Professionalize the Business)
    - Add corporate (suits)
    - Balance creative and corporate operations
  - \$30M-100M (Visionaries)
    - Hire people who see your vision
    - Intrapreneurs are risk-takers but less so than entrepreneurs
- Everything happens in your mind before it happens in reality
- End game: give up control for freedom
  - A consistent relinquishing of control for more freedom
    1. Hire people to do fulfillment
    2. Hire people to do the sales
    3. Hire people to do the marketing
    4. Hire people to do the managing
    5. Hire people to do the leadership
    6. Hire people to do the vision bc they are just as visionary or more than you
- You have to think differently when making different levels of money
  - The first 100K is a bitch
    - Time
    - You have no leverage
  - Start delegating when you have money
    - Example - buy a skill for \$10/hr for 4hrs
    - A MISTAKE that most people make is that they don't backfill the time they bought with more valuable skills
    - When you learn more skills of value, the lowest level that you can fall to keeps getting higher and higher
    - For example - when you know how to sell you will never make less than 250K/year because you can always go to a car dealership or someplace like it
  - You have to start thinking of different vehicles
  - Your mistakes are lessons for your future
    - Your work works on you harder than you work on it
    - You can't be busy and broke - if you are then you're wasting all your time
- The reason you're not making more money is that you are not as good at making more money
  - If you knew how to make more money, you would make more money
  - How to learn fast - learn from someone who already learned
    - If you can't learn from other people's failures, you will have to make every mistake yourself which is the stupidest thing you can do
  - Every entrepreneur has a rocky cut scene
    - They did the same thing over and over and over



- They finally find mastery, modify a vehicle, and then have overnight success
- If you see someone doing better than you, then go and observe
  - Replicate before you iterate
  - Once you can do it as well as them or better than them, then you have earned the right to modify or try to optimize
- The reason that the course that you bought didn't make you money is oftentimes that the thing that the course taught is not the only thing required to make money
  - Getting money through a pipeline
    - eyeballs
    - headlines
    - Ads
    - Copy
    - Clicks
    - Conversions
    - Sales
    - Upsells
    - etc...
    - Money in bank
  - People often try to expand one section but have a bottleneck where they don't pay attention
    - Sometimes people say nothing worked for them until they took one specific course, but often that one course was the thing that they were missing.
- Positions in a Marketplace
  - Bargain (poor quality poor experience)
  - Best value (best bang for buck)
  - Premium (good quality, good experience - like a lexus)
  - Luxury
    - the price has no cap
    - part of its value is the cost that people know you paid to get it
- Gift Card Strategy (Black Friday Hax)
  - Sell something that you would normally give away
    - Example - a month's worth of service for like 90% off
  - Limit 3 per customer so they buy 3 instead of 1
  - When the customer purchased the gift card, have them tell you who they are buying it for - prevent people from getting 90% off future services
  - You are going to get paid to get a new lead to give the service that you would have probably given away for free anyway

### **Concepts For Nvesting - Alex Hormozi**

1. The only ways to invest
  - a. Buy stuff that increases in value
  - b. Lend to people and collect interest

2. Measuring Risk
  - a. Cap Stack (capital stack - who gets paid first)
  - b. Transparency (see everything that goes on - direct path)
  - c. Liquidity - speed to get money
3. Measuring the investment
  - a. Yield - Cashflow
  - b. Appreciation - Equity Growth
  - c. Tax Advantage
    - i. Helps when deciding between two investments
    - ii. if comparing two things the one with the more beneficial tax structure is a better investment
  - d. Preservation of Capital
    - i. How likely are you to lose money?
    - ii. Investing is more about Return OF Capital than Return ON Capital
    - iii. Anything times zero is zero
    - iv. Never lose money
4. Possible Buckets to Invest In
  - a. Skills
    - i. If the ship sinks, no one can take away your experience/knowledge
    - ii. One-on-one training is preferred
    - iii. Invest in the "SNME" (yourself) instead of the SMP
  - b. Back into your business
    - i. It's not a risk if you know what you're doing
    - ii. Diversification is a hedge against ignorance
  - c. Indexes
    - i. Also might be able to get a loan on your index investments at low-interest rates
  - d. Multi-Family Real Estate
  - e. Cash / Spec Fund
    - i. Have cash on hand for opportunities that come by
    - ii. People will know that you have capital on hand so people sauce you deals to fund

### **Rules For Nvesting - Alex Hormozi**

1. If you can't buy it twice, don't buy it once
2. If you're worried about it, you can buy insurance for it
3. If a deal feels like a grand slam, get a second opinion
4. If you don't know how you can lose money, don't do it until you do
5. If it feels rushed, don't do it
6. If you only have one deal on the table, don't do the deal
7. If you buy with the intention of selling, you're not investing, you're trading
8. If we don't agree, we don't do it
9. If you don't agree, don't move forward
10. If it's complicated... pass, if it feels above your head, it probably is

11. "FOMO" means slow down
12. No diligence, no deal
13. No model, no deal
14. If someone is non-responsive, no deal
15. If it costs peace of mind, don't buy it
16. If it doesn't build your reputation, don't do it
17. No track record, no deal
18. If it's the same thing you've always done well with, do more of it
19. If you're going to borrow, then under borrow
20. Ask stupid questions, define terms, see examples, and if you can't draw it back, you don't get it
21. If we're not in the General Partner, we're not in the deal
22. If it's a bad person, it's a bad deal
23. No contract, no deal
24. If you're the one people are doing business with, pretend that the contract doesn't exist

# **Speeding Up Processes**

## **There are shortcuts in life**

- Look for the best professional/s about SUBJECT in your town
- Email them politely, with context
  - My name is NAME, i'd love to learn from you. I've researched you and done my due diligence. You're one of the best. Do you mind if I politely ask how much do you make in a month? I'd like to understand the value of your time.
  - Wonderful, could I pay you MONTH\_VALUE for a day, and you share with me the most pragmatic lessons you have learned in SUBJECT throughout your career?

## **Formal Business Plan Outline**

- Executive Summary
- Company Description
- Market Analysis
- Products / Services / Access
- Marketing Plan
- Logistics and Operations Plan
- Financial Plan
- [Examples](#)