**13.03.2024 - Video\_Transcription**

[Adam Goff] (1:25 - 1:35)

Good morning, good morning, good morning. How are we? Good afternoon even.

How are we all doing? Can you hear me? Wonderful, how are you?

Hello, excellent Grant, excellent. How's everyone else doing?

[Attendee 2] (1:36 - 1:38)

Great, yeah, busy but great.

[Adam Goff] (1:39 - 1:42)

Good, how you should be. Jasmine, how are you getting on?

[Attendee 2] (1:43 - 1:50)

I'm all right, yeah, good, all good here. Busy, how about you?

[Adam Goff] (1:50 - 2:08)

Busy, busy, like prime time into the max. Dan's out here in Bali and we're writing the business plan at the moment and it's like, oh really, in Bali? Seven hours, yeah, seven hours of prime, well I'll say seven hours, probably like 10 hours of prime time a day, but we're making progress.

[Attendee 2] (2:08 - 2:11)

Is that everything? So does every, is everything prime time?

[Adam Goff] (2:11 - 4:01)

I mean literally like Dan and I, I would say apart from obviously, because this is delivery what I'm doing now, yeah, but when I say like, we're like, if you're doing a business model or, you know, writing a marketing strategy, the things that I'm going to talk about in the business plan, that is like heavy lifting on the business, deep work, you know, you can't do that, I was going to say by the side of the pool, but we are actually sat by the side of the pool, but you know, we're like fully focused and locked in, but you know, it's not the sort of thing you can just do it in your living room with the yeah, it's, yeah, it's pretty heavy lifting, I would say, yeah, yeah, so, yeah, I mean typically, no, I mean like obviously, I mean, yeah, well, very heavy lifting work that is on the business, building out assets is prime time, like stuff you are literally like using brain power, at the end of the sessions, we limit it to 90 minutes, I need like a 15 minute break, because I'm like, that was hard, you know, it was like, it took my, the best of me, you know, which isn't that great anyway, so, so good, well, thanks for making time for this, you need, you need, you know, this is what it's all about at the end of the day, so well done everybody that's on the call, let me just, let me just have a quick sense check, so I can see lots of nice faces, Grant, Andy, Jazz, Kay, yes, thank you, Chris, Liam, Steve, Ashley's made it from site, if Ashley can make it, anyone can make it, but Suki, oh, Sue's got her camera on now, Gareth's thinking about it, Gina, Natalie, Carol, I mean, I want to see your lovely faces, how we doing? Yes, I'm driving, just to, oh, you're coming Natalie, still in her pyjamas,

[Attendee 1] (4:01 - 4:08)

it's all right, don't worry, I said I'm driving, and I'm definitely not driving in my pyjamas,

[Adam Goff] (4:09 - 25:08)

oh, what a shame, that would be quite funny, good, that's all fine, well, thanks for joining while you're driving, so it's a little temperature check, a few people already kind of said it, who's like cruising along, feeling good, show of hands, like loads a bit, you know, time, chilled out, entertainer, one, who's kind of like Amber, the sort of like busy, not busy, kind of cruise control, three, who's like really feeling the pressure, busy, haven't really got time, thought about not coming today, 80, 90%, okay, cool, good, so that sounds about right, that's because we are building our businesses, and it's not easy, and it, you know, the reality is it's what everyone never does, and what very few people do, and it's because it's hard, because it's really easy just to turn up and do a job in your business, and it's really hard to actually build a business, which is the key, and it's the whole key is learning how to build a business, so you can get yourself out, so one of the, or the probably biggest asset that you can do every year to get a step change in your business is to have done, I'll just mute a couple of people, just make sure you're muted please, that'd be really good, there's a few people that aren't, so yeah, just to kind of give you this context, like it is without doubt the same thing as when you do a development project, for like refurbished a house, or done development projects, and I don't know if I used this example at the last workshop, but I was really banging the drum on advanced about this, it's like there's two ways you can do a project, whether it's a house refurb, or whatever, you can just start building a house, you can just say start, they're right, meet me on site, right, this is where the house is going to go, and you just do it bit by bit, and you sort of give them daily instruction, or you could spend like three to six months before the project, planning it all out, getting a set of blueprints, like a project plan, deadlines, schedules, costings, and for anyone who's ever done any development, they are two very different ways, they'll have a similar result, but one does all the work at the start, and then you just run to time, it's like almost set and forget, you're just basically holding them accountable all the way along, because you've done all the heavy lifting, the thing I was just talking to Jazz about, like the prime time, and the other one is every day's a stress, everything's urgent, and you're constantly having to make decisions on the fly, and these are the two different ways you can run your business, so we're like pre-loading all the work at the beginning, hard winter, so we can have an easy summer, it's like this is what it is, so I just want to like set that tone, and what you're going to get from today, so what you're going to get from today is an overview, and it's two things, you're going to get an overview of the business plan template, so I'm going to just take you through that, so if you're joining me for the AGM, then it's great, because you get like a head start, you can get it open, you can start working on it, you can listen to the recording, you can come with as much stuff prepped as possible, because if you're really going to write it in a day, you need to have done a lot of heavy lifting before the day, that's the reality, or if you're not coming on the AGM, then you can obviously get an overview of it, you've been introduced to it, and you've still got a few weeks to pull it together yourself before the deadline, which is obviously going to be start of April, because you want to have this, this is the equivalent of the strategy day presentation that you did for your personal life, and your professional life, to us in Jan, this is the equivalent of that to your team, and to your business, it's like flag in the ground, carved in stone, it doesn't change, it's the plan, like this is the plan, and no one can question the plan, everybody knows the plan, and you can hold people to account to the plan for the rest of the year, and it's like, it's out of your head, and it's on a bit of paper basically, so yeah, so that's kind of the, that's the overview I guess, and the second thing I'm going to share with you, is how to hold your annual general meeting, so your agenda, one of our blueprints that we give out on advance, is one of those that I've managed to nab for you, and share with you, I don't normally share it on the programme, but I thought it would actually add quite a lot of value, and I think it was Tom who asked for it previously, so I've got the blueprint for you, and then you can actually use that to even hold the meeting, so literally it's going to be a, you know, a brief run through, it's going to be surface level, but it's going to set you up basically, so let me just share my screen, so hopefully you don't see my Netflix account, and you can see a PowerPoint presentation, is that good? Yeah, I don't actually have Netflix, but whatever, so this is it today, so let's, let's, let's, let's crack on, so there we go, so I guess really one of the real overall sentiments with this, is that, and I think I've probably made the point, is that everyone can talk a good game, but this is where like the rubber really hits the road, so if someone's not muted again, I found them, this is like where you start, this is separate, remember I talked about separator season, it's like on advanced, we're going to ask people to bring a printed copy of their business plan to the workshop, it's like you are going to tell who the successful people are, because they've done it, it might not be fully done, it might not be absolutely amazing, it might just be their first go, but it is progress, so what I'd say is like, this is really, this is really easy to just try and div out of this, but if you really want progress, you'll put something together, even if it's brief and headline, it will add a lot of value, so yeah, we have this, obviously we call it the AGM Blueprint, it's basically, it's basically split into these six areas, and this is the six areas of the business plan, and they cover the five main problems, so obviously we would set you up, this is what I'll do for those people that are joining me on the 4th of April, it's like on the Thursday, it's like we'll set you up, we'll give you some context, a bit like I have now, in a bit more detail, and then we'll take you through the five entrepreneurial problems, which are the five key pillars of any business, and we will detail how we're going to address all of those things in this document, that is going to be a published, printed, brochure style document for employees, stakeholders, shareholders, your mum, your dad, your sister, your brother, your girlfriend, your boyfriend, it's like your daughter, your son, it's like this is like, look what mummy's doing, it's like that's, this is what it is, it's like this is the plan for the business, so what I'll do now is I'll take you through the template step by step, so I just need to actually change the screen share, so let me just go back to desktop, so here we go, so this is the template that I'm going to post in the Facebook group, if Bianca hasn't already done it, and it's pretty straightforward, and it's good to see by the way, lots of people from advanced joining, so like welcome back guys, even people who've done the AGM workshop previously, some board members, happy days, I mean this, this is, this is what we're talking about, this is like top of the tree, high level, so it's all laid out for you to literally, like literally fill in, you know the headline strategy new team, new dream, and it's like you literally paint by numbers, and it should be very straightforward, so you can just go through this step by step, it's a bit of a disclaimer there, so the first part is obviously your strategy, so this is where you might do a nice little like director's welcome letter, and then you'll have your last, here's one in here, if you didn't have it obviously don't worry, because you didn't, you might just have a general focus, and maybe the three of your lessons learned from the business, you sort of reflect back, and then you'll go into literally inputting your headline strategy, so everything you did on your strategy day presentation would go in here, so this is going to be relatively simple for you to fill in, because you've already done this homework, we force you to do it by asking you to stand on stage, so all this stuff, this is just your headline strategy for your business, remember this has nothing to do with your personal objectives, or your professional objective, this is just for that business, and if you were able to create like a long game vision for the company, like we want to get to 500 rooms, we want 10 houses, we want three locations, this is a really nice part to explain this, and put this down on paper, so people can see really what the bigger picture is, and your strategic positioning, you know, are you premium, are you value, what do you do, what's the tangible results, you know, that you give people, is it like higher than average returns, or is it passive income, or is it your accounts on time, compliant on time, and you know, on budget, what is it, what is it that you do, that your customers are buying into, so that strategy, finance, we've done business model art workshop, this is where you could put a picture of your business model in, if it was appropriate, if you might have two versions, often our entrepreneurs will have two versions, one for like shareholders, where you can put all the dirt, all the dirty information on there, the private and confidential stuff, and you might have one for the team, where actually, you know, you don't have this, because it might not be appropriate, you might just have price points, or just general margin, or whatever you think's right, this is a little bit different for different people, and we talked about things like sweet spots, and capacity, you know, we've got a team of five, and that means we can serve as 50 clients, actually, if we're going to go up to 75, then we need a manager, or we need an office, because we haven't got any more desk space, and this is where you kind of recognize where the business is, and maybe where the next level is, that you want to get to, or potentially drop down to, once you've done your business model, and you can build out the future forecast, this is literally, if you've got to this stage, your 12 month predicted P&L, profit and loss, so this would be where you could literally put this, this is what it's going to be, all of that work that goes into that, can go into the business plan as an image, happy days, as well as, as I spoke about in session two, last workshop, the capital raise you've got to do, we need a million pounds, we need 50 grand, we need it then, we need it here, and potentially what you determine your drawings are going to be, you know, imagine you had a shareholder, and you're working for them, and you were writing this for them, you might just say, you know, we're going to be doing dividends at this rate, it's where you start to think about these things ahead of time, and you're basically being proactive effectively, so that's your finance, which we've covered in terms of content, obviously on advance, we're going to go through it, and getting you to actually do those things, and make sure you're ready, and then we move on to systems, so here you just outline, this would really be a summary of your winter hit list, so you might just like use as a chance to celebrate the big systems, that all the big processes that you've mapped, you know, you might have like mapped like letting of a room, or onboarding of a client, or setting up of the event, and you've actually mapped that out, you've got assets for it, there's a checklist, there's a scorecard, you manage these KPIs now that you didn't do, and this is like, this is really your way of saying these things that we worked on, they're now part of the furniture, like they are embedded, and from the 1st of April, or from whenever you have your AGM, they're go, you know, they're live, we've been building them, they're live now, they are the way it's done, even if it's like dress code, whatever it is, is whatever it is, okay, so yeah, I'm just, I just wanted to mute, so I can't do it, and also new policies and processes, so just remember this is like the new school year, so this is a really good chance to initiate any changes, like for example, you changed the, the, your working hours, you're like, no, everyone now is coming in 8.45, we talked about over winter, and now from the, from the 1st of April, from the 5th of April, whenever it is, this is now what's going on, so, so yeah, so these were completed in winter hit list, fully drafted or live, so like, basically it's like, it starts from now, the bar has been raised, it's published, boom, so team, obviously, we haven't covered team yet, if you're on the first year, but for those regulars, VIPs, board members, et cetera, you know exactly what we're talking about, you will have, there's three elements, which we covered on the blueprint as well, it's like, who's in charge of driving it, normally the MD, that'd be normally us, who's delivering it, operations, like getting it done, customer service, sales team, and the detail, potentially your accounts, the EAs, people producing the scorecards, have you got an accountability chart, which is an organizational chart with their key roles and responsibilities on, have you just got an organizational chart, have you got pictures of the team, can you put something in here to show the team, who you've got in each seat, potentially who you've hired, who you're hiring, maybe like, blank seats where people are going to get hired, et cetera, which is what, which is this bit, which leads me on to this bit, so we're going to do this, we've done this, for us, we've already made three recruits, hopefully, fingers crossed on Friday, we're about to make a fourth, it's like, yes, this is what we're going to do, we're going to put these key performers on PDPs, again, it's up to you whether you actually do this, you put this in the public one or not, but certainly if I was a shareholder, I'd want to know, Bianca's a high performer, Bianca's on a PDP, this is what I want, we recognize that Greg is a standout young man and he's going to go on a PDP, you know, we're not so sure about Chris, he's just, yeah, you know, it's like, this is like where you identify those, the people that you're really investing in, your high performers, hopefully everyone's on this list at some point in your business, you get to that stage, but this is where you're really like recognizing them and it might be public, in which case the whole team gets to read that, oh, wow, Jasmine, you know, you're on a PDP, it's like, yeah, I am, you know, it's really cool and it's like, wow, I want to be on a PDP, you're like, well, start showing up on time, you know, it's like, it creates, you're creating this high performance culture or it might not be appropriate and it's just a private thing that the shareholders know who those people are and for whatever reason, you don't want everyone else to.

Company culture, so we've started, you know, we revisit this every year and we're going to do this on the program in spring, but like, what are you doing, are you going to do a QGM social, are you going to have a celebratory WhatsApp group, are you going to start recognizing birthdays, team anniversaries, what are you going to do for the, what are you going to do for the company, are you going to have a come to work in your pajamas day, are you going to have, what do you, you know, like drinks on a Friday, virtual, like those sorts of things, there's a blueprint on this and I know we haven't covered it yet, but some people that are running businesses will already know what I mean and probably already do something here, so this makes sure you can think about it ahead of time, it's not an afterthought, it's like, we said we were going to do Friday drinks, so we're doing them, or we said we were going to do half day for your birthday, you know, we're doing it. So marketing and sales, so obviously this is all about knowing and owning your space, we have this blueprint that we teach you, which is, you know, really about, if you've, not everyone is going to know this about their customer, like it's quite a lot of business development that has to go into building a business plan and that's why sometimes doing it with me in the room is a bit easier.

Equally, if you've been on Property Entrepreneur for six, seven, eight years, like some people on this call, you'll have this stuff pretty much nailed, you know, who's your person, well for us it's property investor, property entrepreneur, you know, looking to grow their business normally, either a small business owner or someone who wants to, so a small business owner in property or someone who wants to build a financial fortress, what's their problem?

They're working in it, not on it, you know, they're in the business, they haven't got a business, they've got a job, so they need to learn how to build a business to extricate themselves from it as much as they can and what's the promise? Well it's financial fortress, it's six-figure income, seven-figure net wealth, you know, if you're, once we get you making 100k, then you can start investing in your financial fortress and within three to however many years, depending on how successful you are, you'll get this, you'll get this thing built, done, you can retire, you're financially independent and then you can play the game at a different level, so that took us a while to get that and I'm not going to say everyone's going to get that, if they've just started a business next week, maybe they will, but it gets outlined here, it gets reminded, it's clarity, who you are, what you're good at, what have you done, all the business, do you have a big hairy goal, do you have a mantra, success and failure, very predictable, and yeah, potentially the, again, your avatars, wants and needs, so some of this stuff's relevant, some of it's not, this really is, we put everything in here and you can really delete what's, one of the questions I'm probably going to get is, do we have to fill everything in, it's like absolutely not, you can delete what you need, this is your plan, these things are in here as real, as like, like a skeleton and it's up to you to put the meat on the bones, so this is just there for you, as really like a template and you can, you can customize, you want to add things, we normally develop this every year, there's things we add, because as we're, as we're developing our businesses and business plans, so similar things here really, and lastly is to do with your, so your marketing content calendar, wow, Dan and I were doing this today, oh my god, so we've pretty much like nailed this, I'd say it probably took six hours of doing that campaign schedule that I showed you on the blueprint for first years, advance, you know exactly what I'm talking about, like the Gantt chart, this month, what's happening, when are we selling, what are we doing, when are our blueprints, when are we launching advanced, and it's like, that's what we do, you'll have your own and it needs to be, it needs to be thought about and published in your business plan, so that it can go in the diary and everyone know it's happening, not yeah, we'll figure that out when it gets to summer, obviously budgets for marketing, which you've worked out in your forecast and potentially if you're doing, well your sales, every sales process should follow something like this, how many leads, how many sales conversations or pitches in property would be viewings and then how many sales, so you should be able, you should know this or you should better target this for the sales team, this is a bit of the business plan, which if you had ahead of sales, they would potentially be presenting, which I'll talk about more when I do the meeting agenda and then I always like to put in at the back key dates, so when are your QGMs, when's your, actually I'd probably do, yeah, well you could do, yeah, you could do this year's and you could also do next year's at the bottom, put them in the diary, like we were doing this in the workshop on advanced on Friday, like we literally made everyone sit down, put the, write the dates out, put them in the calendar or send a picture to their PA to put them in the calendar, it's like nail them in, they're there, you don't have to worry about them for the rest of the year, this is the front-loaded work and yeah, are you doing these things, maybe you're not, maybe a key team date is that you're going to bring everyone to the grand finale for Get Up and Give Back, so that might go in there, like we're doing this summer party, you know, we're all doing Get Up and Give Back or Gareth's doing Get Up and Give Back and we're going to support him by all going to the party in the Belfry and that's a key date, Christmas dinner might be a key date etc, these sorts of things, so yeah, so just conscious of time, I want to get through the agenda as well, so that's a run-through of the plan, I've got a few minutes, I'd like to invite any questions or observations or comments from anyone, so if you want to just raise your hand, either virtually or physically, raise your hand, yes, go for it Liam, how are you doing?

[Attendee 3] (25:08 - 25:18)

Yeah, go on mate, thank you, just a quick one, let's say for instance it's me and AFAM, obviously, would we present this together or would we do it individually?

[Adam Goff] (25:20 - 26:30)

So have you got a team? Yeah. Yeah, so what I would do is, I'll talk about as well, I'll talk about the agenda, but effectively I would publish this business plan, I would send it to my team and say this is our business plan that AFAM and I have been working on, please read it, you know, our AGM's in three days or whatever, come in an hour late, whatever, on tomorrow, read it, make some notes and come to the AGM with some questions, that might be suitable, the other way of doing it is if you've got people in those positions like a head of marketing, a head of sales, a head of ops, etc, you could do the strategy and then the head of ops would do the winter hit list presentation and then maybe AFAM does the head of sales bit, so, you know, really you want your, if you had a team in an ideal situation, you do the strategy, then you say, right, over to finance, Josh comes on in his average suit and he does his bit on the P&L and then, you know, and then Bianca comes on and she does her bit on the winter hit list and then Adam comes on, you know, that's what you really want.

[Attendee 3] (26:31 - 26:39)

Do we have to present this as a group as well in the Belfry? No. Oh, right, okay, I thought we did, sorry mate, I thought we were up on stage again.

[Adam Goff] (26:39 - 27:11)

I should, we should, I should probably do it but we don't, you do it to your teams, on advance we get you to bring it and it's part of the accountability homework but we don't present it but just limited to, I'd love to, but we've got 100 blueprints in 12 months, it's like, yeah, yeah, we've got to, but maybe, maybe, maybe we should, yeah, who knows, we might, we might, we may well do it as part of the 9.30 event, who knows, so yeah, stand by your beds. Steve?

[Attendee 4] (27:13 - 27:17)

I had, I think you just answered it, I was going to ask when, when does this get submitted but it doesn't, does it?

[Adam Goff] (27:19 - 33:19)

Yeah, well, you know, the homework for this month's going to be publish your business plan and there'll be a deadline on there for as soon as possible, that's why we do, we do the AGM as late as we can, it's probably, you know, it's almost really a bit too late, it's like really that day they want to like, they want to be sending it to the printers the next day or have the weekend to finish it and then send it on Monday and you want to be having your AGM with your team the next week because you want to get the new business year going, so you wouldn't, you want to be, you know, ideally you'd have this for the next workshop but really if you're running a team you'd have it done and you'd have your AGM done as close to the start of April as possible. Yeah, yeah, okay, cool, no worries, any other questions before we move on to the agenda?

Boom, okay, good, well we're working at a good pace, this is good guys, so obviously this is recorded, you can go, you can obviously go back to it and you can refer back to it, so this is the, so this is one of our agendas for what we call on advance the high performance management framework, it's basically like set and forget how you're going to get accountability spikes in your business and keep everyone running to the same beat and you're going to get the most out of your team and there's a few things in here which you can obviously go through in your own time but this is like just generally how we manage at Property Entrepreneurs, it's a really high value blueprint and then this really is your agenda for your annual general meeting, so it's kind of what I was talking about, it's like right, okay, cool, so either just the senior team or everybody, the MD comes on, probably us in most our cases and talks about, sets the frame like new team, new dreams, where we're going, these are our, this is our headline strategies, our objectives, you know, like sort of reflecting what was in the business plan really in terms of the strategy part, these are objectives, these are our targets, they've all been tested, we've adjusted a couple of things since Jan, you know, we're now fully behind these, we've done all the work and I'm delighted to confirm that, you know, this is what we're going for, we're going for a million pounds in revenue or 100 houses or one house or whatever it is and then each department, as I said just to Liam, will basically, so you've got marketing, sales, operations, finance, would go through this, so they're dead open, they do their own little open for their own little, for their own team and they talk about their objectives and their targets, how they did last year, really like reflecting on challenges and successes, when you're running a small business, this stuff's great because it's like, remember that time when everyone was really stressed out and it was like, or when that customer rang and they came to us and freaked out, it's like, you kind of like remember those moments of like maybe anxiety and stress or equally of joy and jubilation and it's just a really nice time to like reflect on last year as a whole, this is the annual meeting and then, you know, you could just sort of, good opportunity to brief the team on things, lots of things, everything should pretty much be in the business plan, they've already read it, you can kind of announce things like, you know, we're now bringing in this dress code policy, I use that as an example but it's like the things that you're doing that are going to change and then really what the plan is for this year, so it's like, right, the plan is 10 rooms and we're going to get four rooms for the Q1 and it's like, that is the tangible target, if that was sales, if it was operations, it's like, we're going to, you know, we're running to this budget or this is our KPI and this is what we're going to hit and it just sets it out, it just, if you've only got one person in that role, they're getting group accountability from everyone in the team, if it's like the manager, they're using it as a chance to talk to their team within the context of the whole business, everybody knows what's going on and you keep it fairly punchy, equally anything else that's relevant, closing sentiments, I'm really excited, you know, we're doing this together, I've got a great team, can't wait, we've had a great winter, let's have a great spring, can't wait to see at the next GGM and we're going to celebrate all these sales we're going to do or, you know, things we're going to have onboarded etc and you just do that with all your key stakeholders, whether it's five, two, you would just work out how your AGM is going to run and then again MD, finish off, closing sentiments, just remind everybody briefly on one slide what's, you know, what it's all about and we say top of the mountain, it's really like what are the most important things, like for example, for us it's just, for example, revenue and you would just reiterate that, again anything else that's relevant and yeah, key focus areas, maybe some fun, like maybe like some rewards in there potentially, like this would be a really good place where if you were doing something big for the business, like you were going to take them away or take them out or, you know, culture things, you could sort of end on a high and release them here and then any sort of closing sentiments and you're pretty much done, so it kind of gives you a very clear framework for how we would do it, everyone can put their own twist on it but ultimately that is kind of, that's the blueprint there, so I can see some people have put some questions in the chat, okay cool, nice, yeah HLS, headline strategy, exactly, so are there any questions on this part, can I see any hands, yes Claire, go for it.

[Attendee 1] (33:20 - 33:44)

Hi Adam, would the, well if there was, if there was bad news to deliver, so like less than ideal, how would you sandwich that in to that structure, because it's not always sunshine and rainbows, I mean it probably is with PE because you guys are awesome, but for us mere mortals it's not always the case.

[Adam Goff] (33:45 - 33:53)

Yeah, it's a great question, I think like, like it's so real for you because, you know, you're running a business and how many employees have you got?

[Attendee 1] (33:54 - 33:56)

42, possibly 43 at the moment.

[Adam Goff] (33:57 - 36:24)

Yeah, exactly, so like I think when, when you're operating at that level in an industry like yours, it's inevitable, like and I think that the whole point of this is that you can deliver some blows, right, like we're giving you a framework so that it's not, the reason these work is because actually when you've got a team and it's got its own culture, it's really hard to change and this is how we communicate these difficult things in a way that is professional and by doing it in a way where like you've, so let's just say the strategy identified something that was difficult, you know, like we need to, we need to change, right, and then you sort of announce it, there's going to be some changes coming, people kind of like getting warmed up to the idea, then over winter maybe you've had a few conversations or things have been identified, then it goes in the plan and it's distributed to everyone, for example, it's like it's there and it's announced in front of everyone, it's like you're sort of boiling the frog a little bit and it's done in a way that's like we're taking our time, we've considered it, it's professionally done, this is what it is, it means we're going to be making the, and obviously you want to have difficult conversations behind the scenes, you don't want to ambush anyone, but I definitely have had moments in my business, I mean when the tenant fee ban came in, it was like I just, that was actually a good example, so I just said, I did a SWOT analysis which I put in the business plan, now that can be quite good at the start in the strategy section and I like, I talked about how much revenue the business is going to lose, I remember it was 68,000 pounds a year, I was like right, this is the problem, 68 grand, we're going to lose it in two years, so we've got to, we've got to make up the 68 grand, well how are we going to do it?

Well over winter we've been working on this strategy together, everyone knew it was coming and it was like we're going to start outsourcing to South Africa and it was like okay, cool, well we've now got Yolanda who's popped up and it's like everyone's on board because it means we're going to save the business, but in two years we had eight of the team in South Africa, but it was like, kind of people got the reason why, it wasn't like Claire's just decided to, it's like we've identified the issue and as management of the business we're trying to solve it and this is what we're trying, this is what we're doing and I think you sort of tell that story, it's hard to not understand at least where you're coming from and I, does that, does that answer your question do you think?

[Attendee 1] (36:25 - 36:48)

Yeah, so it's, I've made a note here that you, if there is any, if there is anything like that needs to go in the business plan so everybody's got the facts and the figures and then I guess it would just come up naturally in that sort of MD first part where you're delivering some of the, the key sentiments of the, of the plan.

[Adam Goff] (36:48 - 40:32)

Exactly, like it's been a tough year, like hopefully you've talked, if you haven't talked about a strategy day you know, fine, ideally you sort of would have, it's like it's been a tough year, somebody's got to change, we're going to spend the next three months working it out and then we're going to launch this business plan, it's like look, as you know, it's been a tough year and it's sort of, they're hearing this a few times, it's like it has been a tough year, some things have got to change, I'm not sure what the specific problem is and it's like here's the, here's the solution and obviously you've had difficult conversations behind the scenes with anyone that potentially is very like, like touchy or it's going to really sensitive and they kind of know it's coming, so you've diffused something, yeah it's difficult, it's difficult but it's kind of just like, it's down to business really, I think with regards to that, any more questions? Any more questions, any more questions, any more questions, okay cool, we've got a couple, we've got a couple minutes, so I just want to sort of finish off, so obviously these are the two templates I'm going to share, so I'm going to share the AGM, the business plan template and the AGM template, for everyone on advanced, obviously just to remind you, you know, you've got all this at your fingertips, every single blueprint for every single meeting, whether it's weekly, monthly, quarterly, team, annual, that is live in the vault, so you can, you can download that and as I promised everybody on, well so everyone on the programme, so if there's anyone here who was listening to the recording, who has heard this and thought you know what, I actually, I, I need the accountability to get this done, I say five spots for people on the programme, because in my head, it's people on the programme that haven't, have had the first exposure to this, so I've got five seats for this business plan in a day, there's no hard sell or sales pitch, it's like if you want those seats, you've still got the discount, just send me a message on Facebook, on WhatsApp, send Bianca a message and I'll take, I'll take you through this for the day, it's going to be me and Shiv, we're going to take you through this for the day and we're going to be able to like give you that hands up for help, help that you need, learn the asset and then it's a skill you're going to use every year, you know, you're gonna write this every year and whether you choose to come on the blueprint again later to get it done, you know, there's two things to this, one is what do I do, do I know what to do and what do I do if I get stuck and the second thing is am I actually going to write this and get this done, this like accountability spike, so that's why we hold the day and as much as we'd love to do it as part of the workshop, it's actually, we've got so much content we've got to teach you, this is getting it done and getting it done happens on advanced but it does obviously on the program, you know, we can't just give you the whole day to do this because we wouldn't be able to get you the content so yeah, so that opportunity's there for anyone that wants it and again, I'll just open up to any questions, closing sentiments, thoughts, anyone stuck or need any help in relation to these sexy assets, nope, cool, Dan Norman, you need to update your profile picture, my friend, because that was you like, that was you five years ago at least, so that's very harsh, I was just checking to see if he was listening, that's harsh, yeah, all feedback's good feedback, Dan, there he is, love it, there we go, there we go, my man, you did this last year, didn't you, you did it with us live, you did it virtually last year, didn't you, always watching, yeah,

[Attendee 2] (40:32 - 40:46)

yeah, it's a fabulous day, really, really fabulous day, so yeah, highly, highly recommended, different pace for me this year, so that's a higher pace, I wish, faster pace, of course,

[Adam Goff] (40:46 - 42:22)

because of the business, yeah, you've sold the business but you're still going to have to bring a printed business plan to the board, I'm just going to warn you, Dan's going to make you hold it up, so I'm just going to like, give you the heads up now, so any board members watching, so yeah, good, nice, so if there's no further questions, then I will post these in the Facebook group, I'll make sure you've got what you need, we are here to support you, do not think this is just you get on with it and you know, you can't ask for help, of course you can ask for help, that's what we're here for, we want you to succeed, want everyone to write this, so yeah, best of luck, reflect, re-watch, book it in, some prime times to start getting this done, don't open this on the 2nd of April and expect to nail it, it's not going to work, so get it open, read through it, realise it's not as scary as it sounds and yeah, let us know if you get stuck and we're happy to serve, let's just check, we haven't got any more, we've got some chats, okay, cool, we've had some good feedback, thank you all, I appreciate that, I can't do it for you, but I can stand over you like your headmaster and make you do it, Greg, which is what you're going to experience, I think you are coming on the AGM, so for those people that are coming for the overnight, we're going to have a nice little supper club before and everything, so that's going to be great, so well done for you for getting on that experience, so thanks everyone, thanks for your participation, thanks for keeping your cameras on, even Natalie made it, she pulled over and she got her camera on, so that's for you Natalie, yeah, lots of love, take care, be careful, cheers guys, bye-bye, see you later.