**27-11-2024 - Video\_Transcription**

[Attendee 5] (0:32 - 0:33)

All over to you, Matt.

[Matt Dolman] (0:34 - 0:35)

Okay, perfect.

[Attendee 8] (0:45 - 0:46)

Good morning, everybody.

[Attendee 5] (1:05 - 1:05)

Hello.

[Matt Dolman] (1:09 - 1:33)

Hi, mate. Hello, guys. Good morning.

How are you? Hey, Grant. Good seeing you.

Very well, thanks. How are you? Wonderful.

Yeah, good. Excellent news. All right, just letting everybody come in.

Let's do this. I thought your ice bucket video the other day with Kay was very amusing.

[Attendee 6] (1:38 - 1:39)

Do you want me to try it?

[Matt Dolman] (1:40 - 1:42)

You've got to. You've got to. You've got to start from somewhere.

[Attendee 6] (1:43 - 1:44)

She won't be going in again.

[Matt Dolman] (1:49 - 1:51)

Short bursts, isn't it? You've just got to build up the stamina.

[Attendee 6] (1:53 - 2:09)

That's right. Everyone seems to be loading.

[Matt Dolman] (2:10 - 2:46)

Yeah, I think it just takes a bit of time just to get everybody just to come through, which is normally the way. Hi, Kate. Hi, Matthew.

Okay, you're going that way, Clark. Yeah, I think it's just a little bit just before 12 o'clock, so it might be a little bit before people actually jump on.

[Attendee 6] (2:46 - 2:50)

Yeah, got three minutes, mate, but odd time is late.

[Matt Dolman] (2:50 - 3:09)

I'm going to be using a lot of these, definitely. Here we go. Gina coming in.

Hi, Gina. Hi, Clark. Kate, you've got your icon here.

[Attendee 4] (3:13 - 3:13)

Hi.

[Matt Dolman] (3:14 - 3:15)

Hi, nice seeing you.

[Attendee 4] (3:16 - 3:16)

You too.

[Matt Dolman] (3:17 - 3:18)

Get your cuppa.

[Attendee 4] (3:18 - 3:23)

I needed this morning. Decaf.

[Matt Dolman] (3:24 - 3:24)

Decaf.

[Attendee 4] (3:25 - 3:25)

Decaf.

[Matt Dolman] (3:26 - 3:27)

And how do you have it? Milk?

[Attendee 4] (3:29 - 3:30)

Like a builder's brew, really strong.

[Matt Dolman] (3:30 - 3:42)

Like a builder's brew, very good. I'm exactly the same. I used to work with a guy that used to have three sugars in his coffee.

[Attendee 6] (3:42 - 3:43)

Oh, my God.

[Matt Dolman] (3:43 - 3:47)

Ridiculous. Yeah, he used to just fire through them on a daily basis.

[Attendee 6] (3:47 - 3:58)

When my daughter comes around, she asks for three sugars, and I can only bring myself to put two and a quarter in. On the third one, my hand is shaking and flicking all the sugar off.

[Matt Dolman] (4:00 - 4:05)

I think it's all a bit psychological. I bet if you put two in there, she wouldn't even notice.

[Attendee 6] (4:05 - 4:07)

No, no, she doesn't notice.

[Matt Dolman] (4:24 - 4:34)

Right, still waiting for it. Like I said, I just said to Grant there, it's just a little bit just before 12 o'clock, so we'll just wait for people to come in, and then we'll just do proper introductions and we'll go from there.

[Attendee 5] (4:56 - 4:57)

There we go. Hi, Jackie.

[Matt Dolman] (5:03 - 5:06)

Hello. Just nearly there.

[Attendee 7] (5:06 - 5:07)

Here I am.

[Matt Dolman] (5:07 - 5:11)

There you are. Hi, Jackie. Good to see you.

Hi, Francine.

[Attendee 6] (5:14 - 5:15)

Sorry, hi.

[Matt Dolman] (5:15 - 5:16)

Hello.

[Attendee 4] (5:16 - 5:17)

Good morning.

[Matt Dolman] (5:17 - 5:21)

Oh, nearly good afternoon. Are you off mute?

[Attendee 4] (5:22 - 5:23)

Yeah, I'm off mute. Did he say something to me?

[Matt Dolman] (5:24 - 5:26)

No, I just said just put it off to me.

[Attendee 4] (5:26 - 5:29)

Oh, okay, sorry. Okay. Clark is listening in the background.

[Matt Dolman] (5:30 - 5:31)

Hi, Clarkie.

[Attendee 4] (5:32 - 5:35)

Yeah, but he's not feeling in the best of shape today.

[Matt Dolman] (5:35 - 6:14)

Okay, you're taking out center stage. Hey, Matt, how you doing? Hey, hello, Greg, Christine.

Hello, everybody. Nice seeing you all. Okay, so we are on 12 o'clock, and as we know, our time is late.

What we'll do is we'll just, I'm sure people will just start coming through drips and drabs. Here we go. If we just give people just a couple more minutes, we know what it's like.

Everybody's taking these calls in different locations. Perfect. All right.

[Attendee 8] (6:15 - 6:15)

Let's see.

[Matt Dolman] (6:17 - 6:26)

I don't know if you guys woke up to lots of rain this morning, but hey, Sean, good morning. Yeah, very much, Christine. It was crazy.

[Attendee 6] (6:28 - 6:30)

More like wind and rain this morning.

[Matt Dolman] (6:31 - 6:35)

Yeah. I was out in it. I nearly lost my toupee.

[Attendee 4] (6:36 - 6:39)

It's nice and sunny in Scotland today. Sunny in Scotland.

[Matt Dolman] (6:40 - 6:43)

Sunny in Scotland. That's new. Fantastic.

[Attendee 4] (6:43 - 6:46)

I know. It's all sunny outside.

[Matt Dolman] (6:49 - 35:16)

All right, guys. Okay, well, let's get started. What I'll just ask for all of you is just to do a bit of housekeeping to start with.

I'll just get you all to go on mute to begin with. But this is going to be interactive. And just to give you some structure on this, I'm going to talk for about 15, 20 minutes, explain a little bit about my background, explain about the headline strategy, explain a little bit about my results, some wins and losses over the last few years.

And then we will then come to some three just like successes and then finish off with some questions and answers. But I'll definitely throw some questions out to the group at the same time, just to get a little bit of interaction going at the same time. Here we go.

We've got more people coming in. Excellent. All right.

Brilliant. Okay, everyone. Can everybody hear me?

Yeah. Thumbs up. Excellent.

All right. Brilliant. Okay.

So for some of you, you might know me, some of you that might not. My name is Matt Dolman. I am just going into the third year or my third time around the track over at Property Entrepreneur.

And it's been an absolutely incredible journey. So many different learnings from me. And I've just obviously got the pleasure just to share with you today the subject of headline strategy.

And I know when I was in your seat a few years ago, this was definitely a challenging section to work with. And so this is where the Q&A at the end will come in. And for the first of you guys that it's the first time around your track, please don't hold back.

Anything you need, please do ask. And we are on a time limit here. So, like I said, there'll be about 20 minutes of me talking, but there'll be Q&As.

If you guys do have to jump off at any time, please do. There is going to be the recording. But also, if you want to, you can then just reach back out to me afterwards and just ask any questions.

And I'll do my very best to help you all. So, right. A little bit about me.

I have been investing in property for about 10 years. And my strategy is actually single lets. I've been buying a small portfolio in Manchester, Durham and in Essex.

And I actually went the more traditional way of buy to lets. And about five or six years ago, I was on the fence about whether to go and buy through a company or buy through personal. And I made the decision and got some advice to buy personally.

And so I now have a split between personal and also my company. And I've got a real big passion for systems. And from the very beginning, I always knew that I was trying to systemize the business to eventually get out of the business and work on the business.

Classic PE lines. But it's so true. And I found PE only two and a half years ago.

And this has actually allowed me to start building these systems in place to get me to where I am today. So before then, I've always been a salesman. And I spent nine years living in Dubai in the Middle East.

And I built the sales operation over there for the company Weber Barbecues. So I was traveling around the region selling barbecues. And the Arabs do love a barbecue.

And it was basically making the best shawarmas, making the best grills. And also doing some small investments in Dubai. Then when I came back from Dubai, I had the idea of I wanted to build this business, which is going to be systemizing my property portfolio.

But then it was only small. And then I got introduced to sources. And this was really interesting because sources were allowing me to then buy more stock when I was really living a really busy life.

And it was interesting because I actually felt a bit like a cheat because I was actually not using the skills that I'd learned from some of the other training. And guys, anybody who's just joined, welcome. And can you just put yourselves on mute for the moment, please?

That'd be great. Thank you very much. Hi, everybody.

Voluntary thing. If you guys can just do that. Thank you so much.

And started buying more properties when I was back in the UK. I started up a rent to rent business with my business partner called Sophie. And we start investing in the south of London as Kingston and in Surbiton.

There we go. And it was an incredibly noisy business. Anyone that runs SA or does rent to rent, they know it is very time consuming.

And I was doing my own job at the same time then, which was actually a full time estate agent over in Notting Hill. Thanks, guys, for silencing. And then I got introduced to Property Entrepreneur by my business partner.

I was a little bit apprehensive. However, after joining, things have completely changed. I don't know why I didn't know.

And that then started meaning to implement these systems that allowed me to then start stepping away from working in the business, employing VAs and building manuals and allowing other people to be doing the job that I actually doing. And then it allowed me to free up more of my time. So to give you a little bit more context, the passion that I have from PE is that I came here originally just doing it one year and now I'm in my third year.

And what we're coming on to today is the topic of the headline strategy. And this is your shining star. This is your focus.

This is your goal. And this is business related. So we're going to do a little bit of just reflection on the year of very quickly.

I know Chris Dornan did that last week. But what I'm here today is to explain to you about the headline strategy. And when you have this headline strategy, you want to look at it and you want to be immediately ignited to think, OK, this is what I'm doing this year.

This is what my business is doing. This is where I'm looking to focus because it's so easy to have the shiny penny syndrome. And some of you do have more businesses.

So you're going to be doing the headline strategy for each business. But what this is, is taking you focus. So when you see this headline strategy, you go, ah, yes, this is what I'm doing.

Then allows you to then go down with the supporting objectives and tick these off one by one. And by doing that, it gives you some clarity. And I'll show you a little bit later that I had some stresses last year when I was deviating away from this, but then came back to it and actually had these wins.

So just to go back to what I mentioned there about Chris and about year of, because that is also so important. Your year of is to do with your personal goals. So this is the separation here.

So this is a bit more for the guys that are in their first year. Year of is your personal goals. You've got the professional goals of professional things that you want to achieve for yourself.

And then the professional, sorry, the personal goals you want to achieve for yourself. And then the professional goals is also things that are professionally related to you, but might help you stepping stone, get to the headline strategy and those supporting objectives. So just to give you a little bit of an example, last year, my year of was keep my foot on the gas.

I was starting a new business. I'm starting a new rent to rent supported living business. And I'd learned a lot from the first year.

So what I wanted to do was make sure I was continuing with the momentum. And that wasn't just in my business. It was losing weight.

It was working out my social media. It was working on building my personal confidence. And all of these are things that I reflect on each day.

You can't really see it here, but this is my office and I always have this in clear view. So this is my year of. And that's another thing for you guys to think about is that you've paid a lot of money to come on this course.

You need to embody this. You know, this is a lot of you. It's a very it's a big sacrifice.

It's a big expense. You have very busy lives. And so what we're looking to do here is within these 12 months, you want to do everything.

You don't want to leave anything else on the table. So, you know, when you get to the end of this year, you are so happy with everything that you've done. And this is done by using the year of the professional, the personal and the headline strategies as your focus.

And this basically will give you the clarity that you need. But how do you get that clarity in the first place? Where do these ideas come from?

Where do you get these headline strategies? Where do you get these objectives? That comes from the cave.

Now, being in the third year now, I tell you, I'm so excited every time I get the opportunity to come to the cave time, because when you asked me originally a blaze to go and sit down and start writing on paper, my thoughts, I tell you, I was like, OK, I'm going to get bored in about five seconds. But actually, when I started writing and following the structure that he had given, it started to open up my ideas and open up my thoughts and started to create these amazing objectives that are the headline strategies and the years off. And what I ask for you guys to do is that when you are doing your cave time, and I know that a lot of you will be very busy, is to try and cave out ten minutes, 15 minutes, 20 minutes of your time to do this, because every little bit of it counts.

So with a year off, something that's going to be personal to you that you can connect with, then the personal goals are things that, you know, that make you feel good. Is it to do with weight loss? Spending more time with your family, you know, disconnecting from your job, being more social with your friends, something because we're creating this life by design here.

Then for the professional goals, the professional are things that will enhance you as a person professionally. What will make you a better person? Is it working on public speaking, for example?

Is it meditating? Is it reading? Is it learning a new skill?

Is it reconnecting with friends? Something that's going to enhance you as an individual. But this is the really beautiful thing here that will then connect with your professional, with your headline strategy, because it will enhance you as an individual and make you more confident.

So, for example, last year was for me, one of my professionals was on the mic. Every time I had an opportunity was to get up and put my hand up and ask a question or to get on a stage and speak, because I know that will make me more confident and will help me when I go and do my sales pitches to my landlords. I'll have a much steadier, more confident voice.

Content machine was another one. Create better content so that the content that's out there in the market is going to make me look better. And that is, again, your personal brand is so important.

So, again, my personal brand is growing. But then at the same time, the personal brand also moves over into your professional brand, because then when the landlords and the providers, they see me, they think, OK, this guy does actually look like he knows what he's talking about. Let's have that conversation with him.

So I hope that's clear in terms of differentiation, because it's all to do with the personal there, the year of. But then we come over to do with the headline strategy. So, as I mentioned, this is your shining star.

Where does your business want to get to this year? What key things are you looking for? And when you read this, what will it make you do?

What will it make you action? So as you guys would have seen in the meetings, sorry, in the sessions, the guys who shared what is called the business cycle. And that is form, storm, norm and perform.

These are the four key areas you need to consider. Where is your business? Now, to give an example of me, my business was new.

So I was completely brand new to this. Even though I had my other portfolios, I completely disregarded that. I was starting a complete fresh.

So I was in the form stage. And that basically means in the form of absolutely everything. So it is about understanding what needs to be formed to actually make this concept.

So last year, my headline strategy was called proof of concept. Because I needed to go out and prove to myself that rent to rent and supported living could actually work. So what this meant was that every time I looked at this, I would be like, right, OK, Matt, we know at the end of this, we're trying to figure out how rent to rent can work with supported living.

Then the next is we then come down to the supporting objectives. What what supports that? What gets me to that stage?

So I had train the brain, which was train myself in supported living, become part of a mentorship, take on as much information as I possibly could about it. So again, whenever I was networking and then again, you have these items and then you want to drill down into them afterwards, go to more meetings, talk to more people, ask more questions, talk more if that's actually possible. Then you then come down to my other one, which was deal or no deal.

And that was actually to get a deal across the line. And I set myself that objective. I didn't push it too hard.

I originally had four, but Adam actually said, no, look, let's be realistic. Let's just have one. You've got a lot to learn.

And so I went for one. Now, with this. This gave me the foundations of where I wanted to get to.

And so I have this up on my board or in my office, these three different objectives. And what that means is that I can always know that. OK, right.

Proof of concept, Matt, this is what you've got to do. You know that you have to go and train the brain. This is exactly it.

I'm sorry. And my second one was nail my niche. Which type of care am I going to work with?

And so is it going to be care leavers? Is it ex-offenders, women from domestic violence? Now, take these three examples and put them into your business.

What do you want to do? Do you want more turnover? Do you want to systemize?

Do you want to get more staff? Do you want to take on more stock? Or if you're already well established, what do you want to do to systemize the business?

You know, Josh talks about it many times. We don't want to take on more units because more units is more cost. What about looking at the bottom line?

What can we do this year to increase the bottom line and be more systemized? So, again, each of these things are going to be more unique to everybody compared to where you are on the business cycle. So for me, I was in form, but you might be in storm.

You might have already gone past form. You're in storm. You're all about the sales.

You're all about finding the new landlords, finding all the new suppliers, trying to get your ideas that's out there. Or are you at the bottom? Are you in norm?

You know, you're just coming out of storm. You're all a bit all over the place, suddenly trying to piece together the really busy year that you've just had. And it's like, OK, right.

What did we learn from this? Or you might be in perform. Your business has been established and now you're looking to try and actually focus on where we want to go next and actually now really focus on the systems to then make us even more profitable for the lessons that we've learned over the last few years.

Now, all of that might sound like a lot. And it was a lot for me. I'll hold my hands up.

And it was difficult in the first year, but I asked lots of questions. And that's the key. Asking questions on your group, in your buddies, in your Facebook groups.

Literally have this idea running around in your mind all the time. And when I said at the beginning that, you know, this is a big commitment to you guys. I got told something years ago by someone that's always resonated with me.

And I thought it would be quite interesting to share was that he was a dad. We had two kids and a wife and he was working for a corporate job all the hours. And I'm sure many of you can relate to this.

And he applied to a different course. And he said, you know what, I'm going to go and take these 12 months and I'm absolutely going to smash it. And so he prioritized everything he could in those 12 months and he became the HMO king.

And so he shared his vision with his family. He shared his vision with his kids and did everything that he could to get there. And I share this with you because I feel that this is how some people should look at this opportunity that we've got for working together.

Now, sharing this vision is exactly what you're going to be doing with your team. Your headline strategy is something that you're going to be sharing with the people that you work with because you want those people to come with you on this journey. Now, the year of the personal professional.

Again, that's all for them, for you. The headline strategy and the supporting objectives is for you and the team. And this is the exciting bit.

Once you nail this and you have this ready, you then will have a plan and this plan is not just for you, it's for everybody else around you, because as you're taught and as we all know, being the entrepreneurs, very hard doing it on your own. It's all about making it easier by sharing the burden with everybody else. So as I'm sure you've been told is to set that strategy, have that meeting with your team to share the vision that you're working on.

And when you share this with everybody else, how inclusive they'll feel that they're like, OK, I'm actually not just a number. I'm actually part of this team and these guys want me to be part of it. And that will really help with you to reinforce this headline strategy and the supporting objectives, because you'll know that.

Right. OK. Do you remember what we said last week?

OK, perfect. We have that recognition of the goal in the end. And one of the things that Adam shared with me, which is a great little nugget that I do, which is all connected to do your Sunday sanity, your quarterly game changes and also your headline and your personal.

Professional objectives is to create in Excel. Is all of these. So you want to have an Excel, you want to have your personal one, two, three.

You have your professional one, two, three, and then you have your headline strategy. One, two, three. When you do your Sunday sanity, basically have the dates of each week down the left hand side of the page.

And what you want to do is you want to just type in a little bit of information about each of the things that you've done that week to nudge you closer to achieving those goals. Because what you'll have is you'll have this amazing Excel spreadsheet, which you'll have like green. OK, I've done all of this here.

But then suddenly you'll have a little box. I put red. Red is red flag and that you haven't done what you're supposed to do.

And then suddenly you're like, oh, I didn't do that this week. I didn't focus on that area. And what that means is it allows you to track over time the work that you've been doing and make and check the gaps.

Because even though we do this Sunday sanity and we say that, yeah, we're going to go and cover these 10 things, we all know there are another 50 things that need to do at the same time. But as long as we're making sure that we're chipping away bit by bit each week towards the headline strategy, towards the professional, towards the personal, then you can get that kind of like, OK, recognition of what I'm doing. Now, that's all the positive stuff.

I share a little bit of a negative spin on it because this is as important. Last year, I had a bit of a break or breakdown. I had a bit of a burnout.

Let's call it that. I was so focused on creating this business. And I just saw at the end that I had this one rent to rent.

All I needed to do. And it was getting to August. I was in.

I was in beast mode and I was like, oh, my God, I've got to do this. And I was just like, I'm not going to get this deal over the line. I am a complete failure.

And I remember just being at home going, oh, my God, I haven't done this idea. And then I was looking at the other things. I was like, look, I've done train the brain.

That's good. OK, but I haven't nailed the niche either. I haven't nailed the type of strategy that I'm going to work on.

Adam, I need your help. Mr. Goff came to the rescue and I shared this with him. I said, look, Adam, I'm really worried about this.

I've got to do this presentation in a few months and I haven't done this deal. And he was like, look, OK, you haven't done the deal. And if you don't do the deal, don't worry.

This framework that we're creating is for you to achieve as best you can towards these goals. If you don't achieve them, it's OK. It's all right.

It's the journey that you're on, not the destination. And then we spent 10 minutes reflecting on all the things that I had done. I bought two houses, put two providers in them, been to 50 meetings, been to different care homes, done this, done this, done this, done this, done this.

But I was so focused on this one thing of doing this deal. It made me realize, actually, I have done a lot of things. So when it comes to your year, really take this into consideration, especially like guys that are also going into the second year as well.

Now, you know, you're going around the second time around the track. This is so important because we get so focused on these things and, you know, these negative thoughts come in and we do have this negative self-reflection. Sometimes it's great to step back and reflect, but the best way to reflect is getting back in the cave.

So the cave is not just about the first three months. The cave is at any time during the year. And I'm a massive advocate for cave time, journaling, everything.

You just need to ask yourself those questions. If I went back and asked myself, why am I getting so stressed or what have I actually achieved this year and was journaling about cave timing about it, then it's going to then start making me realize, OK, you know what? It's actually I have done this.

So keep the headline strategy is your main vision, your shining light. And these three objectives somewhere in your office when you get your lovely printout board from PE. Keep that also in your office somewhere that you can see it or even somewhere like on your phone.

Yes, Greg. Thank you very much. Very good.

And at the same time, it's just realizing that you guys are putting in a lot of hard work here. And as long as you put in the time and the commitment and everybody's is different. You'll get there.

So just one final bit is the last lessons and the last three lessons. And the first one is we are all running a different race. This is another thing that I learned.

And also another thing that I did get stressed about is that people in PE are absolutely fantastic, hard workers already. And there are 40, 50, 60 of us. Yeah.

But we are all at different places in our lives. Some of us are living abroad. Some of us have five kids.

Some of us have no kids. More time, less time, everything. Comparison is the worst.

Focus on yourself. Focus on your goals and set these strategies and be so happy with it that you don't get distracted. Second lesson.

Is shiny penny syndrome. This for me as a blaze and for all the blazes out there, you get so excited about something new that suddenly you're like, oh, gosh, let me do this. Let me do this.

I assure you that keeping focused on one thing is the right thing to do because you will lose so much time by going and doing something else. You might find that you spend one whole year doing something. And then at the end of the year, you realise that actually you're going to go and do something else.

And that's OK because you've tried it. But when you're changing from idea to objective to everything in the middle of the year, it gets very messy and you lose your focus. And then my final lesson.

Hold on one second. What did I write here? So what you want is you want to choose something punchy, something that really grabs your attention.

And so when I mean that, when you read those few letters or few words, they are in your mind always. So when you're at the shops thinking about it, when you go for dinner, you're thinking about it. It becomes quite obsessive, but that's what we're here to do.

We're here to really make a change and we want to build this life by design. And by following these steps, get in the cave, ask yourself these questions, understand what your business is doing, understand where you want it to get to. And then keep asking yourself, how can this make me feel?

Where can I be? I can't remember who the person is who says it, but it's think about the end and I think about where you want to be in five years. And now work yourself backwards, because I also thought that that was a really odd exercise when I first started it.

But I tell you now is absolutely brilliant. Envisaging where I'm going to be in five years will help you to start make the plan for your headline strategy and the rest of your objectives. Right.

There we go, everybody. Thank you very much for listening. That was very exciting.

As you can tell, I'm very passionate about this and I can see all your smiles there as well. I know you are all as well. And the other thing is just to get involved with the PE community as much as possible.

I'm part of now the PEP Facebook group. So if you guys just want to send any messages to the Facebook page that I made yesterday as well, we can then reconnect and have some questions. But now, anybody, if you do need to leave, of course, feel free to.

There will be a Q&A and you can pick up the recording in the group. But if not, who has any questions? Do you want to put your hands up?

[Attendee 2] (35:22 - 35:26)

OK, right. I've got a question, Matt. Hello.

[Matt Dolman] (35:26 - 35:38)

OK, is that Danielle? Hold on one second. Bear with me.

I'm just going to go with the people with the hands up first. I've just seen Danielle. Yeah, please go ahead, Danielle.

[Attendee 4] (35:39 - 36:50)

Hi. Hi. Yeah, I'm struggling with all of this, really.

The property business I have is very small. It hasn't been focused on one particular strategy as in particular property strategy. So it's more about finding a deal that's really good and then seeing what we can do with that.

So I think because of that, I'm just finding it really difficult to figure out where I am on the cycle. I've just finished Simon Zucci's mastermind program. I'm doing three flips.

So I've kind of had this mantra in my head that we are liquidating to facilitate. So liquidate to facilitate. What we're going to do now with our money is put it into cash flowing assets.

That's the plan. But I can't figure out where that is on the cycle. If I'm in a new stage of form or if I'm now in perform.

I really I can't figure it out and I don't know how to. So I haven't explained it very well. This is how wishy washy things are in my head right now.

[Matt Dolman] (36:52 - 39:02)

No, no, it's fine. OK, good question. Also, one other thing I didn't mention here was that we just don't want to overcomplicate things.

We just want to simplify things. And what I mean by simplifying is just that it's very easy to overcomplicate the idea here of trying to come up with something super creative. Or super punchy or super catchy.

You just want to have something that is going to allow you to resonate. But going back to you personally, you know, like at the beginning that sounded like you were in storm because you're choosing lots of different. So you're in form because you're still choosing lots of different strategies.

If you're in that space at the beginning, you're still deciding what you want to do. You know, like it takes time. And that's what I did in my first year.

You know, I was very much in form stage, spent a lot of time in the cave figuring out different strategies, travelling. Is it rent to rent? Is it service accommodation?

Am I going to HMOs? Am I going to do flips? And so I got as much research in that as possible.

I think the thing is with this as well, which I've realised now doing it the third time round, we want to try and achieve everything immediately. You know, we're in this for the long term. It's not a sprint.

It's a marathon. You know, in the first year, my business partner, she was like, right, I want to quit my job and have five properties by the end of the year. She was like, OK, right.

That's not the case. I've actually got good cash flow for my running job at the moment. So I'm just going to buy one property a year.

And it's about figuring out your life, for example, PCM. How much money do you need on a monthly basis that starts to put things together. But for going for you there, if you're talking about you've done flips, but you're also then talking about liquidating, then maybe the idea is to then just start afresh, which is if you've been doing these flips, the idea of then going back in and starting a new strategy.

Is that the right idea? Because if you've been doing flips and you know something already, is it better to maybe just refine what you're already doing rather than going back and starting something completely new? That would be something I would suggest.

Yeah.

[Attendee 4] (39:03 - 39:06)

OK. OK, that really helps. Thank you.

[Matt Dolman] (39:06 - 39:07)

All right.

[Attendee 4] (39:07 - 39:08)

Thank you.

[Matt Dolman] (39:08 - 39:16)

Who have we got next? Somebody else did shout out earlier. If I'm missing someone's hand, please speak now.

[Attendee 2] (39:16 - 40:53)

Hi, Matt, it was me. I'm sorry. I'm on the mobile.

Let me put the camera on. I'm on a mobile and I'm actually on the train. We travel to Poland to do arrangements for our wedding next year, which it was on my five year plan last year when I put it.

And actually, believe me or not, I forgot to even look on my five year plan. So it was funny to see how it's all coming together. Very good.

So very good delivery, by the way, Matt, I have to tell you, really good, really good presentation so far. So well done. My my question is about running.

I want to say three businesses. So last year I did had I did the year off for my electrical business and a property business. And so I think I want to just focus on one.

And it's hard to determine how to start to choose which one it is. So just to give some context to it, the electrical business pays for a majority of the lifestyle where we are and enabled us into a property. But the property business is the one that I really want to take it forward.

But we are not there quite just maybe yet. So it's my dilemma. And I don't want to run another year with having with focusing on both.

But I will. I know I will. I will have to.

But maybe it's just like. What's your advice? What could I do?

[Matt Dolman] (40:55 - 41:03)

What's your question, Greg? Greg, are you asking, should you just focus on your electrical company or are you saying you want exactly so?

[Attendee 2] (41:03 - 41:38)

I think the portfolio as well. I think what I want to do with the electrical business. Sorry.

No, I think I know what I want to do. What I want to do with the business is to wind it down. So is to slow down, to speed up and and then just then devote all of the time to the electric to the property business.

So I'm still kind of in between because in order for me to be full time in property, I need to wind down the operation for the electrical business. So having that in mind, should I just focus on the property and having the electrical aspect built into that, into it? Or that's kind of my question.

[Matt Dolman] (41:40 - 41:56)

Interesting. Yeah, that's obviously very personal to you, but I'm sure some people can relate to that. But first of all, good question, because it is about how much time and focus you put into it.

Now, what is your 70-20-10? Something for everybody else to think about as well.

[Attendee 2] (41:56 - 42:30)

70-20-10. So 70 was my electrical business last year, 20 property, 10 networking events we do. And that has changed now.

So, well, it's not easy to answer, but I'll give it a go. So 70, it's the focus on the electrical business to scale it all the way down. So it's really not taking the first stage.

But actually, we want to focus on the property business to grow that. But before I do that, I need to tidy up my electrical business.

[Matt Dolman] (42:30 - 42:31)

OK, all right.

[Attendee 2] (42:31 - 42:41)

But the two are different, but I need to get myself out of the work and on to the business for the property.

[Matt Dolman] (42:42 - 45:10)

OK, perfect. Well, this can relate to other people as well who've got multiple businesses. I can relate to that as well.

You know, I've got my cash earner, which is my portfolio, which I continue to build. And then I have my rent to rent business and then my investment business. And then I was going to start another business.

And the advice that I got from people was just like, look, you're doing too much. So what did I do? I am potentially going to get rid of one of them and just focus on just the investments.

But the first thing I did in my first year of PE was systemize my portfolio and systemize my rent to rent business. This was the big change because that has given me the time now to go and work on the properties. And what I realized was that because all the other properties were so noisy, if I didn't have the systems in place, I was never going to give my full attention to going to do the investments and also do the research for this rent to rent business.

So my advice, which not necessarily obviously is going to be the right one, but I would say from what you said there about your electrical business, get that nailed. Focus on, keep that as your 70, systemize it into such a way that it allows you to then go and then do the 20 percent, which is on the property. But with property, people, especially like me, want to rush these things.

It's not a rushed business. You want to have a strategy where you're going to invest, how you're going to invest. You want to have yourself a three year financial forecast.

Do your PCM. How's your cash flow going to be in terms of if I buy a property now? What's it going to look like for my finances over the next one, two, three years?

If you're going to be serious on property, I would suggest building a three or a five year plan about how you're going to invest, because that means is that you know that if there's money that needs to be taken from the electrical business, which is keeping the lights on and probably also giving you profit, how is that going to then transfer into the property business? If you decide to stop now, the electrical business and focus only on the property, you're going to then be probably hanging yourself dry because you're not going to have so much of the income coming in. And then you're going to be brand new to property.

So why don't you do a bit classic like the old mood lighting where you finish, do your 70 of your electrical, then the 20, just start doing your research, doing the areas, understanding where you're going to invest, become your specialist in that area and then have your finances aligned. So when it comes to the end of next year or it could be even earlier than next year, you actually have a solid plan.

[Attendee 2] (45:12 - 45:47)

Matt, really good feedback. Thank you. I think what it is is a manifesting generator and dynamo in my mind.

I'm already on the second stage and a third one. And I forget about that. We have to live today and do the business today.

So good. It's a good call. Yes.

I'd like to be focused on the property already. But maybe maybe focusing on the fundaments on this business and a transition to go into a property really will help me just, you know, put a solid foundations to my transition.

[Matt Dolman] (45:48 - 46:36)

Well, that was my first year. First year headline strategy was build the foundations. Build the foundations.

And then that was systemizing everything and getting out of the business. And it just meant the foundations was solidifying everything that I had within my property portfolios, getting the right managers, getting all the maintenance fixed, da da da da da. And that just then meant that those foundations were built.

For the future. Thank you so much. Anybody else?

Who have we got? Let's have a look. Anybody else with some hands up yet?

Is that Tina? Is that a hand up? Finger up.

Oh, she's driving. Safety first. OK.

OK. Tina, we've got John.

[Attendee 8] (46:37 - 46:38)

Can you hear me?

[Matt Dolman] (46:39 - 46:40)

Tina? Yes.

[Attendee 1] (46:40 - 46:42)

OK, Tina, let's go Tina first and then we'll come back to John.

[Matt Dolman] (46:42 - 46:43)

Apologies.

[Attendee 1] (46:43 - 49:12)

Sorry, quick question. So basically what you were just saying about all the different businesses, that's my life all over. It's mental.

And I've got a really eager son. Charlie's on the course that wants to get into property because I've done it since I was 18. But I've been I've never called it a business because I basically just bought properties as I went along and just sort of like just done it because I've really enjoyed it.

I've not, you know, I'm one of them has never thought of it as a business. I end up with 11 at one point. Now I'm down to five.

Just tried to scale it down a bit and concentrate on my restaurant. So when we come to headline strategy, I've only concentrated on my restaurant at the minute because I'm trying to get my head around that. And shout out to Rachel.

She's been amazing and really trying to help me. I'm not the best at reading. So when I read messages back, I'm not always getting it.

So it's just a quick question to say that I've done my headline strategy with my team or select a few of them because I didn't use all of them. I just use the one that have been there a long time and I felt that they could give me the most out of the meeting. And it went really well.

They were all up for it. But when I've done my pictures last night on the computer, I put, for instance, be the best. And I had a picture of a waitress and it said customer service.

I didn't elaborate on that because me and the team know what it is because we've got it written down. And so I don't know if I meant to. So basically, it's little things that I'm trying to make the business improve with that because they can't.

Obviously, they can bring me more money by selling stuff. But really, I didn't want to put just that negativity on it. I wanted it to be like, look, if we get the plates cleared away, stupid little basic go back to the beginning stuff with the staff and say, if the plates are cleared away before the finish, really stupid things that they all should know.

But they don't. I just think it'd be a massive improvement. And there was other stuff like I believe that being friendly to customers is massive.

Like it's massive and it'll bring people back to your door. You know, they say that old thing that if you buy one drink as a landlord to your customers, you'll get 10 back. And I really believe in that.

So I was trying to make him go down that line of we need to up our game in that respect as being waitresses. So they all know what the three key things was. But when I put it out there, I think Rachel said, have you thought about this?

So do I need to put them little bits on that on there as well? Like the plates? So that sounds really stupid.

I don't know.

[Matt Dolman] (49:12 - 49:19)

No, good question. And the thing is, for you, from the sounds of things, you've got staff that have been working there for quite some time.

[Attendee 1] (49:20 - 49:20)

Yeah.

[Matt Dolman] (49:20 - 49:27)

You don't. You have to be careful with these because you don't want to be teaching people how to suck eggs that have been in the industry for a while.

[Attendee 8] (49:27 - 49:28)

Yeah.

[Matt Dolman] (49:28 - 49:52)

Yeah. We had a guy on the course a couple of years ago, a guy called Simon, who was a mechanic. He owned a mechanics and he'd been having his team for years and they are like 10 burly men that fix cars all day.

He came to PE and had all of these different things that he was trying to implement. And going back to them, he found it difficult to do it because they were like, we're so set in our ways already.

[Attendee 1] (49:53 - 49:53)

100 percent. Yeah.

[Matt Dolman] (49:54 - 50:02)

So what the key was for him was to get them on the journey with him, which sounds like what you're explaining to them. Yeah.

[Attendee 1] (50:02 - 51:12)

And they came up with these ideas, not me, but I was trying to like I had it in my mind, but I'm going like, what could we do better for this? And I really think even though it's not like, oh, I want you to make more money for me. I didn't want to go down that route because they're doing their best.

But I just feel like there was little bits and they actually told me what it was. So my headline strategy for next year in my head, when it says like up my game, I know in my head the reason I'm writing that they they're looking at it like up our game, make our service better. In my head, I've got a slightly different way.

I'm up in my game because I want the long goal in the end is to make more money. But obviously, I didn't want it just to be about money to them. I wanted to be then part of it.

And I mean, not being horrible, like we've just been nominated for the third. Well, one of the we're down to the last three in Essex for best calf. We only got that this week.

So I was like, look, guys, you know, like this is great. I'd never ever thought I'd be in that position. We're making up as we go along.

So that's amazing. And that was real good to go into the lesson and say, look, we've got this. So how can we up it even more?

But I just didn't know how much I meant to be putting on that. You know, on the objective one, two, three. I've put my little sort of like.

[Attendee 8] (51:12 - 51:13)

I see. OK.

[Attendee 1] (51:14 - 51:17)

But I didn't know how much I meant to actually list down that we've spoke about.

[Matt Dolman] (51:18 - 51:25)

Got it. OK. All right.

So I misunderstood that. Let me just ask Rupert. I think Rupert is going to say something to give you some feedback on your point.

[Attendee 3] (51:25 - 51:44)

I think. Yeah. Hello, Tina.

I think it's a great measure. And I'm in one of our businesses, retail, not so much catering and food. One of we did the measure of a thing called we've named it this year called front end excellence.

[Attendee 1] (51:45 - 51:45)

Right.

[Attendee 3] (51:45 - 52:06)

So that is like we're doing front end excellence and we're doing back end excellence on our supply chain as well. What I'm putting on the actual slide, I think that's what you're asking is how much do you explain? Yeah.

So for front end excellence for us, it was we're just using one measure and that's going to be Trustpilot.

[Attendee 8] (52:06 - 52:07)

Yeah.

[Attendee 3] (52:07 - 52:15)

And then back at the back end is going to be NPS. So that and that's all I put on the slide.

[Attendee 1] (52:15 - 52:52)

That's that's because I was worried about that. What what we put, it sounds really silly. I felt a bit embarrassed to write, make sure they've got their cutlery because obviously with Covid you weren't allowed to leave cutlery on the table.

So we've always got this habit now that we take the cutlery over there. And some of the new girls obviously are watching the older ones that have been there. And it's really silly, but they wouldn't take the cutlery over.

So to me, it's driving me absolutely mad. They've got their food. Then you've got to bring their cutlery over.

It's really simple. But we all know now because we've had the lesson what we need to do. And I didn't want to write all them little things on that on that headline strategy, but we do know what it is ourselves.

[Attendee 3] (52:53 - 53:16)

That's how much you write on that on that board, you know, just keep it simple and clear for the presentation. That's where you're going with it. But on behind the scenes, you write a blueprint of how you want that to be.

So that's how we're separating it. Otherwise, it can get really noisy on the slide.

[Attendee 1] (53:17 - 53:35)

Yeah, that's what I was thinking. I've tried to make it look like just like up your game. And I've got sat underneath that, but I didn't want to go.

The reason we're up our game is because we've got to do this, this, this, this. Even though I know that and the team know that. So really, I'm doing it for you rather than my team because we know it.

We know what it is.

[Matt Dolman] (53:37 - 54:22)

Yes. It's a really good point there, Tina. And, you know, Neil's also made a comment actually in the chat there about five star service.

You know what? When you have these objectives, they should just resonate with you. Because you've got to think when we do the strategy day presentation, you only get 10 minutes.

And so what you want to be doing is you want to be doing a little bit on your professional, a little bit on your personal, a little bit of a year off. But where you want to be doing most of the focus is actually going to be on your headline strategy in a year off because that's really your business. Yeah.

So you've got to think that you've really got to strategize how you make these objectives because you don't need to go into so much detail. You could just be like, we've got five star service to make sure that we get this and we do X. Keep it nice and punchy.

[Attendee 1] (54:22 - 54:51)

You don't want to waste time. I put customer service, but I am one of them who will go on and, as you can tell, talk a lot. And I don't want to do that.

And that's why I tried to keep it quite simple. And what I didn't want to do is give them like 20 things to worry about for next year. I wanted it to be really basic, but stuff that I really believe it will up our game and we will grow.

And that's why I put growth because we are going to grow by them little bits. And I just didn't feel like maybe I'd done enough.

[Matt Dolman] (54:51 - 55:51)

I think that's a really good point for you and for anybody else here that's on the group that's working with the team. You know, you want to make sure that when you're doing this strategy presentation with them, you are being punchy. You're not going because, again, I'm a big talker.

You know, sometimes you lose your emphasis by going on too much. You know, have those prepared so that you know that when you go into that meeting, you're going to discuss X, Y and Z. Use chat GBT, for example.

Type in what you want. And then please give me a version that is going to be shorter and more punchier. And have something like this, you know, in the location where they are so they know all the time.

I'm a very big believer in visual representations. I have stuff all over my office here, which is about strategy, which is about goals, motivation. And so when they see that, that can be the recognition, but not in a way for them to feel, oh, gosh, I've got to do this.

I've got to do this. They're caught in with your vision, Tina, of where you're trying to get the restaurant to.

[Attendee 8] (55:51 - 55:51)

Yeah.

[Matt Dolman] (55:51 - 56:10)

So for anybody else that's on here, it's, again, having that connection with your staff. And if they are, they have been working with you for a long time. And when you approach them with this, it's going to seem quite strange that you're doing this.

You've got to explain to them that, yeah, it's not about me. I'm doing this for us.

[Attendee 1] (56:11 - 56:27)

Yeah, that's why I didn't want to go over the top with it. Yeah, I didn't want to go over the top. I've made the pictures really fun so that hopefully I'm open when I've done it.

I can actually put it up at the restaurant behind the counter so they see it as almost like a push. Do you know what I mean? But not a dig, do you know what I mean?

[Attendee 3] (56:28 - 57:18)

Rupert, do you want to share? Yeah, I just want to add on to all of this, and it sort of encompasses, is your headline strategies and then what you name. That becomes a language in your year with all your teams and your partners.

I had one for me and my two older kids and the missus that I called it pass the baton. And as that progressed, that's just like me and the two older kids and the missus having a family board meeting every other week about business, about life, about education. But what happened then is the kids started to say, when's our next pass the baton meeting?

So, you know, like, you know, your staff will be going, right, you know, we've done some really good front end excellence works today or five star service works today. So it becomes a language. So your headline strategies become a language with all of your team, your family.

Does that make sense, Tina?

[Attendee 1] (57:19 - 57:40)

Yeah, yeah, yeah. I was just worried I hadn't done enough. But behind the scenes I have, I've written it all down what came from that lesson.

And the staff know, I just didn't want to have it all relisted to be able to put up to them. And I felt I'm actually trying to do that for you. And actually, I don't think that's what you actually want me to do.

I think you just want it to be clear for my team to move forward.

[Matt Dolman] (57:40 - 57:49)

Give them clarity. Give them clarity. That's it.

Well, here we go. We've got Yvonne. Is that right?

Sorry. Apologies for if I haven't pronounced it.

[Attendee 7] (57:51 - 57:57)

You're on mute. I think John was before me. Is John still wanting to speak?

John, I haven't seen John.

[Attendee 5] (57:57 - 58:03)

Yeah, I took my hand down because Tina was talking. It's OK. I'll pad the last couple of minutes at this time.

[Matt Dolman] (58:03 - 58:10)

I'm going quick anyway. No, let's do you two. It's just coming up to one.

So let's just do you two. So apologies, John. Please fire ahead.

[Attendee 7] (58:10 - 58:23)

I'm still a little bit confused. Like both the headline strategy and the year of are like punchy little phrases or whatever you want to call them. To me, they still seem the same.

I feel very bad.

[Matt Dolman] (58:23 - 1:00:17)

No, no, no, no. It's all good questions. The way to really just really simplify it is that the year of is personal.

OK, so, for example, in my first year, my year of was called the Essex Adventure. OK, so I quit my job. I rented my flat in London and I moved back home to my mum and dad's in Essex.

So I knew for that whole year that my focus was going to be living in Essex and everything was going to be rolled around that. And I had a picture of my house in Essex that was on there. Then you've got this year, which is going to be.

So then your headline strategy was building the foundations and that was building the foundations of my business. So when you think about the personal or the year of, it's something that connects to you about you, about your life, about what is going to be important for you this year. So, for example, mine this year is called Be More Blue Steel.

And what that is, is that's about me being more organised in life. I'm a very blazy person, very erratic. I realise that I need to be more organised.

And that goes for my personal life, friendship life, love life, all these different things. I want to be more focused on that. Whereas my year of, sorry, my headline strategy is called, it's going to be basically get out of my own way or take action.

Because last year I spent a long time researching, getting everything ready. Now is the time this year that I'm going to take action. So I'm just in that form stage, just next door to the storm stage.

So think of just personal, lifestyle is just personal, year of, and then your business is headline strategy. We'll go into a little bit more detail, but obviously you're a bit shorter of time.

[Attendee 7] (1:00:18 - 1:00:20)

I'll get through to you on the Facebook group.

[Matt Dolman] (1:00:21 - 1:00:24)

That's what I was going to say, message me on the Facebook group. That's definitely better.

[Attendee 7] (1:00:25 - 1:00:29)

I still find mine overlap quite a lot, but yeah. OK, thanks.

[Attendee 5] (1:00:29 - 1:01:33)

All right. Nice talking to you. John.

Thank you. Yeah, apologies for missing the first 15 minutes, Matt, so you might have covered this. One of the challenges I've got is thinking further ahead, four years, five years time, what I want and all that kind of stuff.

Because I'm quite an evidential person. If I can see the evidence, fine, I believe it. If it's a bit out there, a bit, you know, nebulous, I struggle.

I think other than closing down my consultancy business, I don't need it anymore because there's money coming in from different places. And travel, that's it. It just doesn't really seem much to pin a five year target to work towards.

It just seems a bit naff and I'm struggling to kind of project or imagine what my life could be like in that kind of timescale. I'm OK for the next 12, 18 months. I've got like metrics and things.

But after that, I'm kind of running out of creative steam, I think is the is a suitable phrase. Any kind of hints on that? You'd encourage to dream big, but like, well, yeah.

[Matt Dolman] (1:01:33 - 1:03:08)

How do you dream big? Really, really good question. When I was in there my first year, I found it really hard.

It was difficult for me because I didn't I had yeah, I had like small businesses and I hadn't really got my shining star of what I was looking for yet. And so because of that, I found it harder to actually put it together. So if anything, like I really kind of like fabricated, just made some stuff up, basically.

I was like, I want to earn X amount by this time. I want to have 25 properties. I want to have this.

It was more just a bit of a looser framework. But what I did was I just worked with what I've got. So you said about the consultancy business, you've got about the other streams of income that are there.

So this is where it's about going back into the cave. And the cave is not just about journaling, like with the structure, you know, that the guys that have already shared with us. You want to be starting asking those questions, John, that you can that, you know, that really evoke, I would say, the emotion, you know, like I have completed this consultancy.

But what does it mean for me? OK, right. Fine.

So what do I mean by what does it mean for me? What where would this allow me to go? Well, if I had this free time, what would it allow me to do?

Because you've got to think that this will as as these creative ideas start to flow, things will start to come into place. But then have used this time to also go into the questions of. What would this business be if it does wrap up?

What time would I have to myself?

[Attendee 6] (1:03:09 - 1:03:09)

Right.

[Matt Dolman] (1:03:10 - 1:06:32)

It's it's a difficult one without not knowing you too much. But it is one of the biggest challenges that people face is this five year plan. I wouldn't beat yourself up about it too much.

But if you know that you've got a solid 18 months in, you spend the time focusing on that, you know, really just drill into that to make it as detailed as possible, because a lot of the five year plan is about the manifestation. And I'm sure you've seen Adam's example on the stage as part of his presentation about the five year plan when he had capital living, you know, and how that all started to come together after everything was actually down on paper. This is the stuff.

This is the real magic of what this can actually do. But maybe you use this time to start creating ideas of what you would like. You know, like I'm 40.

I've spent many years trying to figure out what I wanted to try and do. And it's only been over the last couple of years that I've started to actually figure things out. And what I've got is I've got a lot of answers from the cave.

You know, I've got rent to rent business. So I was like, right, OK, well, what happens if my business partner isn't part of it? And I went and did it myself.

OK, interesting. Well, what do I like to do? I like to give back.

OK, so if I like to give back, how does that make me feel? So these things started to materialize. And that was where I had some real aha moments from being in the cave.

And that then started to grow the five year plan. But where we are at the moment. So, for example, for me to give you reference, you know, I'm now third year in my five year plan is purely just based on I've got a portfolio of X amount of properties.

I want to get now that I understand, like, say, for example, my PCM and I understand what my living costs are going to be like. I've now put that into my forecast, which or my five year plan to say, actually, you know what? I need to get this number by this date to get me again.

We're all going for the financial fortress here. This will get me to that financial fortress stage, whereas before I was like, right. I want to do I want to add 10K on a 10, 25 properties, the classic cliche.

And it's like, no, actually, now I understand what I need. I know how many holidays I want to do. You know, I forecasted my properties in terms of their margins, their refinancing over the next three years.

I can see where that's coming. So the little things like, say, for example, next year, I want to go away to a country that I've never been to before. Just little things like that, that you start to piece in the puzzles that are there.

You know, my parent, my dad's 70. So we went to America last year. That was in it.

I know my mom's going to be up in a few years time. She wants to go to the fjords. Those kind of things.

I put that in there. You know, I'm single. I've got like, right.

OK, in three years time, I'll be like, right. OK, actually, I'm going to meet somebody. So all of those little things, you just start to piece together.

But also you can connect this very much to the wheel of life. And with the wheel of life, it then just allows you to then suddenly realize, right, OK, where are my weaknesses? How could I transfer these weaknesses into my five year plan?

Guys, I've also just realized it is one o'clock and I do have another call at one o'clock. I'm so sorry. That was absolutely fantastic session.

And like I said, catch me on the Facebook group. Send me some messages. I'd be glad to share and just connect with all of you.

Some of you I haven't met before. So really lovely to meet you. And yeah, please reach out.

Good luck with everything. Talk slowly in your strategy day presentation and enjoy it.

[Attendee 6] (1:06:33 - 1:06:35)

Well done, Matt. Thank you, mate.

[Matt Dolman] (1:06:35 - 1:06:39)

Thanks, Grant. Thank you. Bye bye bye bye bye.