**PPN Session One 7.11.2024\_Transcription**

[Speaker 16] (0:42 - 0:42)

Welcome to my lecture.

[Speaker 4] (1:30 - 1:44)

Let's get down, let's get down to business, give you one more night, one more night to catch us, we've had a million, million nights just like this, so let's get down, let's get down to business.

[Shiv Haria] (1:44 - 1:49)

Ladies and gents, good morning ladies and gents, that's your two minute warning. Welcome to Advance, two minutes.

[Speaker 4] (1:50 - 2:17)

I'm about to let my heart speak, my friends keep telling me to leave this, so let's get down, let's get down to business. Let's get down, let's get down to business, give you one more night, one more night to catch us, we've had a million, million nights just like this, so let's get down, let's get down to business.

[Speaker 9] (2:18 - 2:33)

Let's get down, let's get down to business, give you one more night, one more night to catch us, we've had a million, million nights just like this, so let's get down, let's get down to business.

[Speaker 4] (2:33 - 2:49)

Back and forth, back and forth with the bullshit, I know I said it before, I don't mean it, it's been a while since I had your attention, so in my heart you're with it.

[Shiv Haria] (2:55 - 3:03)

Ladies and gents, that's your two minute warning, finish up those conversations, get yourself seated, we're going to be rocking and rolling in just over two minutes time.

[Speaker 15] (3:06 - 3:13)

Dreams we had don't ever fall away, we can't leave them if you stay the same.

[Shiv Haria] (3:13 - 3:20)

Okay, that's actually your final warning, it's your one minute warning, time to take your seats now please, one minute till show time.

[Speaker 4] (3:22 - 3:36)

Let's get down, let's get down to business, give you one more night, one more night to catch us, we've had a million, million nights just like this, so let's get down, let's get down to business.

[Speaker 9] (3:38 - 3:52)

Let's get down, let's get down to business, give you one more night, one more night to catch us, we've had a million, million nights just like this, so let's get down, let's get down to business.

[Shiv Haria] (3:55 - 4:05)

Okay ladies and gents, let's give them a massive round of applause, it's the new host of Advance 2025, ladies and gents, Mr Shiv Haria.

[Speaker 3] (4:26 - 16:22)

Thank you, thank you, thank you guys. So first of all, a really, really warm welcome to you guys, it is the first Advance workshop of 2025, yes! Guys, we have been over subscribed every single year and the first thing I want to do is congratulate you guys for making it into this room, you have made the cut.

Can I get a round of applause for you guys? One thing I want to stress is that look to the left of you right now, look to the right of you right now, everything that you need to be successful over the next year is in this room, I guarantee it. Does that make sense?

Perfect. Today we're going to be starting to look at our strategy sessions, we're not messing around anymore, okay? The whole point of this is to make step changes in our business, who's here to make step changes, yes?

Perfect. And you know the drill here, this is all about getting yourself present in this room, turning your phones off and being here. The whole point of this is to make sure that you make these step changes and in order to do that, you all know the drill.

If your phone goes off and we hear it, there's £20 that's going to go to GUGB. Are we all on with that, yes? Perfect.

So who's seen what's been happening outside? Eyes open, yes? We've had visuals outside, what's been happening?

Autumn. Autumn. But what can we see outside?

We can see the leaves falling, we can see the leaves changing colour, we can see the leaves falling. What happened last week or weekend before? The clocks changed, that's an absolute sign if you don't know that you've overslept and that it's autumn now.

And autumn is time for us to slow down and start reflecting. We've already been doing this and it's time for us to put the car in cruise control. So remember guys, we're over here, we started over here, where is there in October?

We're now halfway through the year. At the end of the session today, we're going to be 17% of the way through the year. That's almost 20%.

Almost a fifth through the year. And where we're going is right over here. Strategy day that's coming up in January.

So at the end of this session, we'll be more than halfway through this quarter. And the first thing we're going to do, these are the sessions we're going to have today. The session one, we're going to cover the direction for the business.

We're going to help you create your headline strategy and your objectives, your three supporting objectives for this year. And we're going to do that through the strategy sessions. The next thing that we're going to do, we all know that most entrepreneurs spend their lives building businesses that just don't fundamentally make any money.

You're running around in the rat race and what we're trying to do here is trying to become profitable. The way we're going to do that in session two is we're going to cover advanced business modelling. And the third thing is we know that we need KPIs.

We need measures of whether we're going to be successful. In the third session today, we're going to be covering three KPIs to quantify your success in 2025. And that's going to be in Know Your Numbers.

So who wants to see what I've been up to behind the scenes, yes? So does anyone remember my posts on Facebook? I did two posts.

The first one was about cave time and how I do cave time. And I wrote in there, this is the specific sequence of events that I go through to get myself into the zone for cave time. There was one person in the room who asked me, what's the song that you play?

Who was that? Matt Dolman. I have a specific sequence of events and if you want to know what song I play to get myself in the zone, then come to me and chat to me at break time.

The second thing is I had another post up about your lessons learnt. And that was a real opportunity for us to get our lessons learnt, just the top lesson learnt, into the group and then for the group to give us feedback about how we can make that into a nice phrase that we can remember. If we have a whole sentence, we're never going to remember it.

If we have a nice short phrase, then we can remember it and we can more easily remember the lessons that we've learnt. As well as doing the cave time, which I'm sure all of you have been doing, I'm sure some of you have found it difficult to slow down from the summer months and come into the autumn. But now we're in month two, we need to be in autumn.

So if you haven't already, we need to pick up cave time right now. One of the things that I've been doing that's really, really helped me is I've done some of the strategy sessions and then I've been on walk and talks with some of my friends. So at the top over here is Kevin Edge.

Where's Kevin? Not in the room. Kevin is my buddy on the board.

And so I've been walking around talking about the strategy with him. And then underneath is a friend of mine as well. I find it really helps to solidify those lessons that you've learnt, where you are, what you're doing, when you speak to someone about them, especially when that someone really knows who you are.

Kevin's been on the board with me for the last eight years. He knows everything about me, he knows my story, and he knows what we're doing. As a result, he can give me feedback.

And I think if you haven't already, while you're doing your cave time, the next thing you want to do is then go and talk to your buddy, whether it's your buddy that's on Property Entrepreneur or whether you want to go and have someone else that you know. Start relaying the information to your buddy so they can give you feedback. Does that make sense?

The other thing that I did that was quite interesting because there's a time of reflection. Anyone know what this is? This is a disk profile.

So I did a disk profile. It's like the Wealth Dynamics, but it's a slightly different one. And I came out as a, they call it a high D, which is this one over here on the red.

And I thought what was really interesting about this was it, first of all, described me pretty much pretty accurately. And then they say, yeah. And the second, here's the two things that I picked up from this which I thought were really interesting.

The first is it says my personal fear is losing. So it's the fear of failure. How many of us have fear of failure?

Yes, it's a very prominent fear for us. And I was really surprised by that because I thought it was going to be loads of other things. But I realised that actually when it comes down to it, it's about, oh my God, I might not win.

I might lose. That's what I'm scared of. And the second thing I found really interesting here was this one, measuring maturity.

How do I measure whether I'm maturing as a person? And it all comes down to my ability to give up control. And I thought that was really interesting as well.

If you haven't done it already, a disk profile is really, really great. It gives you a little bit more information than the Wealth Dynamics does in terms of all, or I should say different information. And I'd highly, highly recommend it.

The next thing I want to do is, is Dan Norman in the room? Outside? Dan's outside.

I told him to be in for this bit, but you know, he's outside. So I want to tell you a little story here. Yeah, I'll tell you a little story.

When I started off at Property Entrepreneur, I was always told by my parents that charity starts at home. Who was told that? Charity starts at home.

That, to me, meant that I basically put the money in my pocket before I give it to Dan Norman. I'm being really honest with you, okay? And what I learnt over time, and so I used to be the person that when they announced, you know, we've got to give £20 to GUGB or whatever, I'd sneak out of the room.

Akash knows. I'd sneak out of the room. I'd try and avoid them.

I'd try and walk out the other way. I would do all of these kind of things. And I know some of you in this room are going, yeah, I know what you're talking about because I'm that person as well.

But I want to tell you something. Over the last years, as I've been through Property Entrepreneur, I have gained more and more of this abundance mindset, this mindset that it's just flow. It's not money that's finite in my pocket.

If I give it, then it will come back to me because we know that the more you give, the more you gain. And so what I want to do is I want to encourage you all today. Those of you who don't have a poppy, you will be me.

You will be happy. Either that or you've just been really busy this morning. But I was like, poppy thing, yeah, I get it.

It's only a quid. But I was like, yeah, but quid in my pocket, isn't it? But what I want to do is I want to encourage you that if you normally give a quid, give five.

If you normally give 10 quid, give 20. If you're Adam and you normally give 50 quid, Adam, give 100. Let me tell you why.

Here's what's going to happen. What's not going to happen is you're not going to walk out of here and go, God, I can't afford food today because I gave away 50 quid. What's not going to happen is you're not going to go all the way home and sit there and think about, oh my God, I gave this much money away.

What is going to happen is either you're going to feel really great about yourself for having the abundance mindset, for letting it out into the universe so it can come back to you, or at the worst-case scenario, you'll feel nothing. If you haven't already, please, please, please, let's get ourselves a poppy. There's 60-odd people in this room.

If we give 10 pound each, 60 times 10, that's 600 quid that's raised for such a great cause. The whole point here, and I used to use these excuses like, well, that's not a charity that I support. It's not about that.

It's about giving, abundance mindset. The last thing I want to say here is I'm not forcing you. I'm not trying to force anyone.

I want you to open your eyes to this abundance mindset that I have been able to grow over the last eight years, and I want to give that gift to you. All I want you to think about is we're just trying to bank karma credit here. Does that make sense?

How many of you haven't got poppies yet? Hands up. How many of you, of those who haven't got poppies, are going to have a poppy by the end of the day?

Thank you. Perfect. This is, yeah, charity starts at home, and this is what we're doing.

The next thing, it's accountability time. How many of you want results at the end of this year? Hands up.

How many of you want results here? I want vocal now. How many of you want results at the end of the year?

Yes? Okay. Do I have permission then to hold you to account?

Okay. So we're going to do the sit down and shame. In order to do that, I need everyone to stand up.

Everyone stand up, please. Including the virtual guys. Virtual guys, I want you guys to stand up as well, please.

You'll have to adjust your cameras. Ashley, Lindsay, where are you? Okay.

So what I need you to do now is I need you to sit down if you did not post on the Sunday Sanity Post. Sit down. Sit down.

There's a couple of people here. I want you to sit down if you only posted once on the Sunday Sanity Post over the last month. Sit down if you only posted twice.

Perfect. So everyone that's standing, thank you for your honesty. Everyone that's standing, well done.

You guys have done exactly what we told you to do and something that I've learned is all you need to do is follow the blueprint. If we tell you to do this, go do that. That's what's going to make you successful.

I want you to give yourselves a big round of applause because you guys, those of you who are standing have set the bar. Okay, thank you very much. You can sit down.

Those of you who are sitting, we can do better. I'm telling you that if we do this, then we can win this year. Okay.

If you're on holiday, you're excused. And the reason why we're telling you to do this, by the way, is because why are we being hard with you about Sunday Sanity? Because this all counts towards your criteria for property entrepreneur this year.

There's a lot of things on here that you need to do, but your Sunday Sanity is one of those things. And it's a present from us to you. What we're going to do now is we're going to, for those of you who are sitting down before, we're going to wipe the slate clean.

Okay? Wipe the slate clean and we can start all over again. In December, we're going to be launching a new workshop.

It's the Game Changers Planning Workshop. And the whole point of this is to get your annual goals, which we're going to be creating, and then start to help you break those down into monthly goals, into weekly goals. The whole point of this is because we need to achieve these annual goals.

We're not going to do it if we just have these big, massive goals on the wall. So we're going to break them down and we're going to help you have absolute clarity about what you need to do on a monthly basis so that when you do your Sunday Sanity, you can have that clarity on a weekly basis. It's going to be on the 25th of November at 10 a.m. I'm going to be running it. So if you haven't already, get your phones out, put it into your diaries right now. 25th of November at 10 a.m. I think you can also scan this QR code over here if you want. It's in the workbooks as well.

Bianca, just so you know, I can't see you at all. Because there's a light in my face.

[Speaker 14] (16:25 - 16:25)

Sure.

[Speaker 3] (16:27 - 19:28)

So the game-changer planning session, for those of you who haven't done game-changers before, every year we have your objectives. And then what we need to do is we need to break those down into monthly objectives for us to achieve or monthly tasks. So there's like 10 things.

1, 2, 3, 4, 5, 6, 7, 8, 9, 10. These are 10 most important things. Just like you do your Sunday Sanity, which is a weekly exercise, we're going to try and do a quarterly one.

So you've got your quarterly 10 things. And then break that down into monthly 10 things so that when you're setting your game-changers for your Sunday Sanity on a weekly basis, you don't have to think, what do I need to do this week? You can relate it back to what you need to do on a monthly basis and say, well, in order to get these things done on a monthly basis, here's what I need to do on a weekly basis.

Does that make sense? And I'm going to help you to set all of those up for yourselves and we're going to do it in a nice peer group fashion. It's 10 a.m. on the 25th of November. So get it into your diaries right now. Cool. Next thing we're going to do is we're going to do this session.

We all know that your network is your net worth. We heard that before, yes? Perfect.

But sometimes when you come into this group, this is for the newer members amongst us of Advance, you're like the new kid in school. You're there and you're like, I know some people but I don't know some people and it's awkward to go and try and talk to people. You'll find yourself when you're sitting there at coffee at the break times and stuff, you tend to gather around the people that you already know.

We don't want that to happen because like I said to you at the beginning of this session, everything that you need to be successful in 2025 is in this room. So what we want to do is we want to make sure that no one is a stranger to you and the way that we're going to do that is that everyone has received this morning I think on WhatsApp a number, one, two, three or four, yes? Can you get those out so you know which number you are?

And what we're going to do is we're going to go outside in the fresh air just for a few minutes. We're going to have number ones facing number twos and we're going to have number threes facing number fours. So we're going to be in a straight line.

Ones facing twos, threes facing fours and we're going to shake each other's hands, tell each other our name, our location and our business and then say thank you, reciprocate and then move on, okay? So that means that you'll have shaken, shaken, shook, shook, shaken? Everyone's shook everyone's hand and that means the next time you see them at the coffee machine you may not remember their name but you'll go I have shaken your hand before.

I know who you are. Does that make sense? Perfect.

So what I need you to do is number two and number four please stand up. Two and four. Two and four you will be the the newer members who have joined Propaganda On Air.

So you guys can you head outside over there towards Bianca. Bianca's got a foghorn. Twos to Bianca, fours to Lauren.

And whilst they're doing that number ones and number threes we're going to do name, location, business but number one and number three I also want you to do top tip top tip to get the most out of Propaganda On Air. Okay? Top tip to get the most out of P.E.A. Well you're zero then. Okay. Number one and number three please stand up. Head yourselves outside.

Number one to Bianca. Number three to Lauren.

[Speaker 14] (19:36 - 19:37)

No number?

[Speaker 3] (19:38 - 19:44)

Akash? I'm three. I'm three.

I've got you know your pug thingy from the event? Oh, the Accenture. Yeah, I've got it in my bag, yeah?

Cool, man.

[Shiv Haria] (19:51 - 20:04)

Awesome. Tell me. Amazing.

What's am I moving about? No, I think the game change and planning session you just didn't say we're on Zoom we're going to do it we're going to plan our it was like that's fine I'll clarify later.

[Speaker 11] (20:04 - 20:05)

Yeah, yeah, yeah. Fine.

[Shiv Haria] (20:05 - 20:07)

No, I'd say great start.

[Speaker 3] (20:07 - 20:07)

Yeah.

[Shiv Haria] (20:08 - 20:10)

Energy. Powerful. Great energy.

[Speaker 3] (33:49 - 33:49)

Okay.

[Speaker 14] (33:50 - 33:51)

Okay. Okay.

[Speaker 3] (33:58 - 33:59)

Enjoy that?

[Speaker 14] (33:59 - 34:00)

Lovely, that was awesome.

[Speaker 10] (34:00 - 34:00)

Yeah?

[Speaker 3] (34:01 - 34:07)

See, now when you get to the break time you'll know who everyone is. Exactly.

[Speaker 14] (34:13 - 34:24)

Dec? Can we play some music? A bit louder.

[Speaker 10] (34:31 - 34:49)

Okay. Anyone got anything? Come on, guys.

Sit down. Come in, come in. Come on, Valerie.

[Speaker 14] (34:49 - 34:50)

Just go.

[Speaker 10] (34:51 - 35:08)

Thank you. Come through, come through. Have a seat.

You enjoy that? A bit cold? Come in, come in.

Enjoy that? Come on, Sam.

[Speaker 14] (35:08 - 35:09)

No loitering.

[Speaker 10] (35:28 - 35:58)

Take your seats, ladies and gents. Take your seats. You look hot.

Thank you. Just going to pick it up. Right, guys.

Take your seats, please, quickly. Tej, I always have to tell you. Tej Gill.

Naaman Shane. Okay, who enjoyed that? Yes?

[Speaker 3] (35:58 - 37:16)

Perfect. Remember, now when you go out to have your break time, don't hang around the same people you always hang around. Go and find someone new because you've now shaken everyone's hand where you should have.

Yeah, great. Who wants to make easy money? Yes?

Who wants to make hard money? Good. We're in the right place then.

Guys, most entrepreneurs spend their life copying the masses. They spend their life working all the hours, running around like headless chickens and fighting an uphill battle. Who knows what I'm talking about?

At the end of fighting the uphill battle, they go to their accountant. Their accountant says, congratulations, you've made 30 grand. And they go, where's the 30 grand?

It's not in my bank account. But property entrepreneurs know that in order to make profit, we've got to be looking for the needle in the haystack business. We want to work less, earn more, and live a life by design.

Who's with me? Yes? Okay.

Here to tell you how you can create disproportionate returns for yourselves, we have, please put your hands together ladies and gentlemen, we have a multiple award winner, eight-figure developer, we have a best-selling author, creator of this very blueprint that you're here for, Mr. Property Entrepreneur himself, Dan Hill!

[Daniel Hill] (37:23 - 1:05:40)

Thank you very much. Cheers, Shiv. Hello, hello, hello.

Property Entrepreneur Advanced 25, we good? Excellent. So the board all day yesterday heard me bang one single drum, and this is the drum I'm coming to here to share with you today.

As we go into strategy, you've got two options for 2025. One is you go out there and just have hard graft, you sweat, you bleed, and as Shiv said, you get to the end of the year and there's not a fantastic amount to show for it. The alternative is you set yourself up for success.

And we go out there and we find these needle-in-a-haystack businesses. They are high margins, they're low risk, and they're going to be the difference between having an easy money year where you actually make lots of cash and a hard year where you're going to have blood, sweat, and tears and nothing to show for it. This is literally the whole thing that I shared with the board yesterday, and the message that I opened up with is for every 99 businesses that are out there, there's only one that actually makes easy money.

And for some of you in the room, you're going to be quite close to this, and you're going to see it and you're going to be like, do you know what, I'm actually doing that, or with a few strategic tweaks I'll be there. For others, you're going to be sitting there and thinking, do you know what, I've come up with this idea, it doesn't match with what Dan's saying, or I've been running a business for a few years, it hasn't turned out to be as easy as you thought, it hasn't been anywhere near as quick as you thought, and it definitely isn't paying you the money you thought, and actually you're going to have to have that sobering conversation with yourself in your journal, in your strategy sessions, just being pragmatic and realistic and thinking, I really need to change tact, otherwise I'm going to waste another year, two years, three years, running up this very steep hill with very little return. And what I'm going to do in this session is show you the difference between easy money and hard money. So there's a few criteria for this, and I'm going to show you what it is, and I'm going to show you what it isn't, and then I'll give you a few examples of how it actually works in practice.

Then what I'm going to ask you to do is actually sense check it and just have a couple of minutes to yourself and just question what you're doing. Does it come under the category of easy money? And then I'm going to do a live Q&A for you.

So if you've got business models that you're working on and you want me to say, yes, that's easy money or it's not, I'll do that. If you're thinking of a new business model that actually you're going to pivot to and you want my sense check on that, or you've just got questions as to what qualifies and what doesn't qualify for easy money, there'll be an opportunity there to answer these questions for you. So I'm going to take you through this, and although we're talking about easy money, the reality is business is always hard work.

What I'm not saying is this is a silver bullet. What I'm not saying is it's get rich quick. What I'm saying is it's going to still be hard work, but at the end, you are guaranteed lots of money because if you focus on the right business, even a bad year is still a good year.

If you focus on the wrong business and you slightly mishit it, a bad year is a terrible or even wasted year. We want to make sure you don't fall into that trap, and this is looking for these needle in a haystack. Shiv said about it.

They really are needle in a haystack. If you're going to speak to every entrepreneur you know, you probably won't find anybody that's got one of these businesses, but in this room, there's multiple case studies of people that have them. I'm going to show you the PPN UK businesses.

Every one of the businesses that I still own is one of them, and we want you to do exactly the same. After this session, in session two, Josh is going to take you through the business model, and you're going to do a workshop for your business model for next year. This is the sort of setup for that.

You go into the business model session thinking, where is the easy money within your current business or within the new business you're going to do? By the end of Josh's session, you'll have a business model that will show you whether or not it meets the criteria to be an easy money business or not. What is easy money?

Here's some examples of what it is. The first is a small team. By small team, we mean less than 15 people, ideally about a dozen people maximum, so a small team.

The second is a premium price point. You can either be in that top 5% that are charging the highest rates in the market like Shiv with his single lets, or you can be like every other person in the market trying to sell a training program at 500 pound a month or do a package deal at two and a half grand and you're just competing with the masses. You want to be premium price, the best in the market, high margins, premium price.

Off the back of that, you want premium margins, high margins. By high, in the UK, the definition is 10% to 15%. If you're doing 10% to 15% end of year net profit, you're deemed to be in the country's elite.

What we're talking about here is a minimum of 25%, which sounds alien to most entrepreneurs. Ideally, most of the PP and UK businesses modelled on 40%, 40% net profit. These businesses can be cash flow or they can be profit or they can be asset.

In each of those categories, there's easy ways to make the money and there's really hard ways to make the money. Whichever level you're at, this applies. The next is high variable cost.

What I mean by this is you can have a team of 10 people all earning 30 to 200,000 pound a year. There's a big difference if that's a salary and you've got a million pound payroll or it's a variable cost. If you run a construction company and you employ 30 people, you've got to do a lot of work just to pay the bills.

If you run a construction company and sub out to 28 people, all of a sudden, you can ebb and flow with the market as demand goes up and down. In the same way as that, you want to have low fixed costs. Anything you can pull on that fixed cost line to be a variable will make this strategy much easier for you.

Again, low salaries, low level of employees. Ultimately, what you're looking for is a low risk. When you're thinking about the position in the market, it's crest of a wave.

The new strategies we talk about, back-to-back leasing, specialist support and housing, the stuff that you're not even seeing anywhere else yet, this is high margin. If you're still flogging service accommodation in a very developed, mature city centre and the rents are going down and the vacancy, the occupancy's going, the void rate's going up, you've already missed the curve. You're riding your way down to the basement.

Easy money is niche. If you can take whatever you're doing and niche in it, by default you can increase the price point and in most cases increase the margin and reduce the competition. Then finally, specialised.

If you're running around trying to be jack of all trades for everyone, you're never really going to drill for oil. You're digging five, six, 10 holes in your garden, you just want to double down on one thing and drill for oil. That's where the money is.

Most entrepreneurs don't do that. They go inch deep, mile wide. You want to go inch wide and then just double down on that one thing.

If you want to do this at a serious level, like you want to get up to making seven and eight figure net profits, it has to be highly scalable. By highly scalable, I mean you look at it and it just makes sense. It doesn't need a load of your cash.

It doesn't need a load of your time. It doesn't need 100 employees. It's highly scalable and highly leveraged.

What you'll find in order to do that is it needs to be quite standardised. Unless you're doing a very niche, bespoke consultancy where you are getting paid tens if not hundreds of thousands of pounds for a bespoke product, you probably want to find one product suite, which we'll be talking about next month and just double down on that. This is what it is.

This is how much it costs and then you just ramp up those units. Every time you try and do something new, doing one of one thing, or sorry, doing two different things isn't two times one thing. It's because every time you create something new, you've got to create it.

You've got to have the mistakes of it, the lessons, the learnings, the communication. Just choose one product stack or product suite and just double down on it. Don't try and do single lets and then blocks and then SA and then do HMOs.

Find out how to do blocks on leases and double down and do 20 of them. This is what the definition of easy money is. This is what the boxes that you want to be ticking.

What easy money isn't is basically the opposite. If you're thinking about building a business with a large team, I mean, if you go over about a dozen people, really, you need to get to 30 to 50 people until it's actually even worth doing because as soon as you introduce management and overheads, you lose margin, you lose control, you lose performance and actually you've got to get all the way out the other side with growth until it becomes worthwhile. Low price.

If you're competing on price, the only person who wins is the customer. The last thing you want to compete on is price and low margin. If you're looking at a business model, I spoke to somebody the other day who's doing a very advanced type of development that I was going to do.

He's doing hundreds of apartments, they're forward funded, they're sold off plan to housing associations, completely de-risked. It was getting me really excited and then about an hour into the conversation he said, what margin are you making? He said, well, our target on these is between 11% and 13% and immediately I was like, that's just not the game I play because if you've got a 40% margin and something goes a bit wrong, a 20% year or 30% year you're still paying for Turkey, having a good time and Christmas is all good.

If you have an 11% net margin, rates go up, budget goes overblown, development runs over time, there's not much give. Low margin businesses make me very nervous. There's very few that succeed.

In fact, there's very few that succeed, that's true, but I would say the main thing is it's not necessary. It's not necessary to go into a low margin business if you're going you can find the needle in a haystack. Noisy, there's certain businesses that are really noisy like letting agencies, running your own service accommodation business, they're just noisy businesses.

They serve a purpose, maybe you need it for cash flow, you're at level one, fantastic, use it for that. If you're talking about making multiple six, multiple seven, even eight figure profits a year, you're not going to do that in a noisy business with loads of moving parts. Risky or high downside, if you're constantly putting PG's up, for a million pounds, 10 million pounds on developments, there's a huge downside.

The wind turns, the market moves, it is going to happen, you're at the roulette wheel for two to four years on a site, it's got a huge downside. You want to deal with low risk, no downside, not a cliff edge. If you're doing PG's, big things like that, that doesn't fall into easy money.

Rolled up returns, if you find you're working for two years, three years, five years on scaling a business to sell or doing a development to refinance or exit, that's not necessarily easy money because it is rolled up and there's a lot of latent energy in that. Again, the opposite, high fixed costs, you want low fixed costs. High capital requirement, if you're looking at things and you personally need to be putting in 100 grand or a million pounds of your own money, there's an argument that's not easy money.

High gearing and exposure, if your net worth is 500 grand and you're going out and putting a PG on a company for planning permission at a million and you're going to burn through the cash and planning fees and option fees, there's a huge downside. You're hugely exposed and if it goes wrong, it's over. That's not easy money.

Mature market, when I decided to sell Multilayer UK, I knew the best days were behind it and you only really want to go and carry on with the business if you know that the best days are in front of it. If you're sitting there basically and you're sitting trying to catch a falling knife in the example I used earlier, a lot of city centre service accommodation operators are struggling for margin now. Two years ago, pandemic, fantastic, amazing.

Trades, blue collar workers, NHS, it was fantastic. Post pandemic, the market's changed. If you're just trying to catch a falling knife and you're riding it all the way to the basement, that's not where you want to be and you have to have that conversation with yourself.

People say failure's not an option. I'm going to keep going and keep going but sometimes failure is staying on a broken track. If you're riding that train to a cliff edge that's over, that's failure.

Success is actually saying do you know what, this doesn't work. Let's move from SA to back to back leasing. Let's move from student HMOs to specialist supported housing, whatever it is.

So mature market. Mass market, same thing. If everyone's doing it, once it's written in YPN magazine and it's being taught in courses, you've already missed the boat.

It's like what can you do before that growth curve hits the top and if it's highly competitive, every site you're offering for is best and final offers and you're trying to do no money down, options, creating finance, all on one deal, the reality is you're really going to struggle. Hard to scale, large infrastructure or bespoke. If you just think about these words, in my head they just ring hard work, loads of effort, overheads, risk.

These are not easy, easy money. So most businesses you'll probably notice and especially when you go outside of this community to other networking events or training courses or meetings, you'll be speaking to people and I just want your ears to ring with these elements and what you're looking for is in a room of 100 people you go to, find that one person who's doing something that's easy money because it does exist but it is rare and also tune into the fact that all those peers in your environment who are actually probably getting you excited about the stuff they're all doing and because they're all doing it, you want to do it, that's not where the easy money is.

That's really, you just want your ears to be ringing in the fact that that's not easy money. So does it exist? Yes, it absolutely exists.

Where does it exist? It depends where you look and what you want to find but to give you a few examples of mine for my strategy this year. So I'm doubling down on five of my companies, this is four of them.

One of them, and these are all what I would call easy money businesses. So to give you an idea of what it looks like in practice, the first one is a drop shipping company. So drop shipping is basically where you're marketing and selling a product but somebody else is doing the delivery.

It's what I did with my clothing company back in the day. We used to do a million pounds worth of orders, we would make a smaller margin but we had one employee because we didn't want to sell it so we sold it and then we drop shipped it which means, or white labelling you might have heard of. Somebody else actually does the delivery, we do the marketing and sales.

That's the business that's well underway, it's a couple of years in, it's already doing multiple six figure profits and the plan for that business over the next 24 months is to go to a million pound net profit with only six employees. Everything else is subcontracted, it's outsourced, it doesn't come into our wheelhouse and yes, it's hard work. Yes, it involves loads of energy and effort and blood, sweat and tears but it's easy money.

You're looking at the P&L every month, we made 20 grand, we made 40 grand. That's what you want, not, oh my god, we can't pay the payroll. That's easy money.

Second is one that I've just started which I'll share with you in a minute is buy to let blocks. So over the last nine years, since 2015, I've been building high density blocks of apartments and then leasing them out. High density now isn't allowed because you've got national space standards and I've found a new niche and I did that making a million pound a year, minimum million pound a year with high density but it stopped year before last and then I did Mancor House which was commercial.

I've now found a new way to do that strategy even easier than what I was doing before and we're just in the process of doing our first three deals which I'll share with you but my plan is very much for that to start making this year, so in its first year, a million pounds minimum and then every year make a million pound a year, sorry, a million pound a year in cash flow, in equity every year but then a five year strategy doing three sites a year to get it to a million pounds cash flow a year with only, with zero employees, with only freelancers. So to make a million pound equity every year from year one plus working its way up to a million pound cash flow in five years, you'll have 150 grand a year each way on the way up with zero employees. Now that's easy money.

My own portfolio, so I'm always doing developments or refurbs or commercial. Since 2019, every year that's made me a million pounds a year in either equity or sales proceeds. So a million pounds cash or equity in the bank, in the portfolio every year but for eight years I've only had one employee in that business but every year it delivers those returns.

And then finally my consultancy business, so selling companies for people, being a non-exec director, the stuff I do with Property Entrepreneur, that pays me a million pound a year and I only have two employees that run that business. These are examples of easy money and if you're looking there thinking wow, I've got 10 employees and I'm not even making that in five years, it's probably not easy money or it needs a few tweaks to get it from being hard graft into being easy money. So these are a few examples in practice.

And to give you an idea what that looks like, so I've just had all my year-end accounts because I've got my year-end finance review on Monday and I always put them into a spreadsheet like the whole portfolio of companies, some make money, some lose money, I put them in one spreadsheet, what was the revenue, what was the profit, what was the margin in cash only. So this is not equity, it's not balance sheet, this is just cash in the bank. PPN UK, bear in mind that's a big portfolio of commercial buildings, serviced offices, trading companies, development, it's a big company.

Taking into account all revenues and all costs on a cash basis, we made 53% net profit last year. And it's like, you look at that and it just seems crazy, of course it is because you're looking for needle in a haystack. There's so many ways you can get this wrong, there's very few ways you can get it right.

But if I can do that with a portfolio of 15 companies and get 53% net profit, you should have confidence over the next three to five years you could do this with just one. Who recognises this building? Put your hand up if you recognise it.

Cool. Keep your hand, so this is, I showed you this building at a super event and said, guys, this is a deal, this is easy money, this is a million quid, it's 18 apartments. Keep your hands up if you went and looked at it or you stacked it up.

Grant went and stacked it up. Put your hands up and keep it up if you bought it. I stood on stage at the super event in front of 100 and however many there was, entrepreneurs, and said, guys, this is a deal, you will make good money, it's easy money, it's 18 apartments for a million quid, it is a no-brainer.

And I looked at Rightmove every day for the preceding 10 days after the super event to see if somebody would buy it and after 10 days when nobody bought it, I was like, do you know what, I'm going to buy it. If nobody else is going to buy it, I can't let it go, I'm going to buy it. So I sat down and started looking into it and I thought, right, this is the deal.

Stacked it up, numbers, absolute no-brainer, this is a needle in a haystack deal, it's fantastic. Andy got chatting to the agent, oh, it turns out he's got another block that he wants to sell as well so that's another 16 units that were on the market, high density, crazy money per unit and then it turns out we've got chatting to him, he's also got another block which he'll think about selling for the right price, it's not on the open market so I bought all three of them and this is easy money, I paid 2.8 million pounds for 45 apartments, the LHA rate on its own is 550 pounds, you run the numbers on that, it is a no-brainer, it is a million pound equity creation deal, it is an asset management play, there's no development, there's no refurb, there's buying the assets and then doing whatever you do, I might increase the rents, I might probably put them on leases but to me it's like this is easy money, this is a no-brainer and there's only so much work I can do for you, I literally stood on stage last month and said go and buy this deal and nobody bought it so I'll show you over the coming months how this plays out and what it looks like.

I think at the minute, the board will know because I gave them all the figures, I think it's probably about 200 grand, I think the gross revenue is about, the gross yield is about 8.5% but they're all under rented so basically the model here is I'm buying it on either a residential value because the units are really small and in which case as a resi value it would go down with size or I'm buying it on a yield commercial valuation because the rents are low, the value is low but really the real arbitrage in this is to be able to get a one bed unit rate on a small apartment and that's what I've done for the last seven or eight years is high density blocks but get the same rent as big units and then you end up making crazy money.

I'll take you through over the coming months once I've got the deal actually done and progressed I'll share with you what I do but this is easy money so on this my plan is to make my minimum target and if I can't get confidence I'm going to do that I won't do it but at the minute I think I can make 50% more than my minimum target. My minimum target is from this one deal I want to make a million pound equity and 10,000 pound a month net profit and all of my money back out. Who wants a deal like that?

Absolutely, why would you not? It's just an absolute no brainer. Obviously it's going to be difficult it's going to be challenges there's things to do but I can do three months work six months work and make a million quid on my balance sheet and another 120 grand a year.

That's the example of easy money. So here's a few things that are easy money for you to consider this year and I'm going to give you a few minutes to think about what you want to play with. So easy money for your strategies for this year and for your business model for the next session is doubling down.

There's money in your portfolio that you're not tapping into because you're too focused on top line. If you negotiate your letting agency fees and you negotiate your insurance policies and reduce your maintenance bills increase your rents there's money you're sitting on. Asset ownership and investing and you're doing things like what I just showed you asset management rather than refurbs or developments.

Deal packaging and you don't have to buy the deal you don't need any money but you can genuinely make we used to make six figures a year doing HMOs and developments and we would charge 10, 20, 40, 50, 100,000 pounds as a fee and it's a win for the clients it's a win for us absolute no brainer. Permitted development now I'll put it in yellow because it still requires development which is hard but it's a lot easier than full planning and if you can understand how to do a good PD strategy like I did for six or seven years it can work really well. Long term leasing long term leasing is so much easier than service accommodation HMOs single lets and anyone who's still saying yeah but my portfolio is different trust me you're the same as everybody else that I've spoken to that is kidding themselves to be frank it's like if you look at the numbers and actually look at what it makes in practice against what it makes on a lease I still in two or three years of saying this haven't seen any portfolio that has a better return outside of a lease. Consultancy not training consultancy where you can charge someone 1,500 quid a grand sorry 1,500 quid 10 grand 100,000 pounds for something because you're working on a deal where you don't own it you're not involved but you're consulting is easy money training is not if you're sitting there and you're in the camp that I've been hearing for a decade of yeah but I only need 10 people to pay me 500 quid a month and that's whatever that is I can't do maths yeah and that's 5 grand a month that pays all my bills it's like yeah well when was the last time you had a queue of 10 people queuing up to pay you 500 pound a month it's like it's not easy yes it's easy when you get to this scale but this is 12 but it's still not easy but it's 12, 13 years in the making but consultancy is easy training is not brokering deals selling companies for people whatever it is whatever market you're in and then cash rich and pay up front so anything you can get where you can run a cash rich business if you're running a business that pays at the end like I would for example selling a company for someone but in this case more like development where it's money hungry for a year or two years or three years and it pays at the end try and find something that pays up front where your clients pay a 50% deposit or people you give a discount and people get money in the bank there's no stronger position to be in as an entrepreneurial business owner than having a cash rich business where you've always got six to 12 months working capital around you anything you can do for that pay up front rather than in arrears hard graft and I've learned the hard way for those of you that are thinking oh you know I'm in that space I've done every single one of these development it's hard graft it's hard work it's annoying very lucrative but it's not easy money management companies nowadays I can't understand why you would do that I went into management companies because there were 40% net profit but government regulations changed that base rate of cost of those low level businesses where you're employing lots of people on minimum wage hospitality retail specifically in this case management companies letting agents estate agents service accommodation businesses unless you've got a niche and a high margin these are going to be really hard graft to make money to get 20% I think you'd be lucky in most cases roomlets if you're still renting out by the room that's just hard work in my opinion when there's alternatives that are easier again I've done all of these project management if you're managing projects for other people in my opinion you're the hub of a really noisy wheel all the problems stop with you and from my experience when I did that you're the last one to make any money the amount of sites I've managed for people and not made a penny on is just ridiculous construction companies I haven't seen any construction companies in years that can genuinely sit there and they're like we're making 40% net profit it's a piece of cake it's easy most construction companies are making single digit returns if anything build to sell I'm not saying don't do it I'm just saying it's really hard work you've got every single bit of risk that exists the land the planning the build the exit the fact whether your incoming buyers are actually going to get a mortgage or not it's hard work service accommodation operations whether you do it yourself or you run an agency I just think all of that stuff falls into this noisy category and then finally planning permission if you're having to go for full planning apps I would find that really really hard graft when I looked at building those 80 houses and staff said to me do you really want to go back to work is that really easy money I was like yeah yeah of course it is it'd be a piece of cake and I sat down and I was like she's absolutely called me out on that one I was like this is not going to be easy this is going to be three to five years of my life wasted and I might not even make any money I'll go and do something else and then three months later I found the blocks of flats which is the next new thing I'm on to so hopefully that gives you an idea of what is easy and what's hard going into Josh's session I'd want you to consider where you are on this and to finish off I'll take some questions to explore your models your ideas any questions and we'll see if we can get some meat on the bones right we'll go to Richie

[Speaker 6] (1:05:47 - 1:06:46)

Chris and I just bought a block of 16 flats and we've got a housing charity lined up to do a 15 year lease and we've got another housing provider interested in similar terms and potentially paying a little bit more money speaking to our broker it's going to be difficult to get finance on it with a 15 year lease on there he's recommending because the interest rates are going to be so high and the cost of doing that is going to wipe out the extra cash flow we get by not having to manage voids, maintenance and paper management his suggestion is unofficially we get a 5 year lease and don't tell the main lender that we've got a long lease because they don't like that kind of tenant because they're higher risk in the lenders eyes because they're in the property more they generally don't have jobs so there's more wear and tear on the property I understand and agree that the cash flow is better monthly but when you take into finance costs it doesn't seem to be stacking up for us on this block of 16 flats if we put a long lease on there

[Daniel Hill] (1:06:46 - 1:08:19)

yeah exactly and I suppose there's a few considerations one is that sounds like easy money to me buy a block of flats put an operator in that's asset management bit of refurb on compliance and stuff but piece of cake beats building a block of flats right so immediately sounds good you'll be in and out of cash flow within 6-12 months fantastic risk profile on the lending that's all about your own risk profile so back in the day when I did rent to rent I told I may or may not have told the landlords that they should probably tell the mortgage company but my feedback from my broker was like in 30 years of being a broker I've never heard of a mortgage company foreclose on a mortgage that has been dually paid so if you decide to do that then I wouldn't say it's outrageous I wouldn't recommend it but I would say the risk is nominal I definitely would make sure that it's really lucrative though and even if you had to have a 7 year lease or 5 year lease rather than a 15 to make it cash flow the way I see the market going I'll do you a budget update this afternoon I can't see rents going anywhere north anywhere south of the moon like they're literally just going to go up and up and actually while I would normally say I'd all day long have 15 over 5 the way things are changing I don't think you would be exposed to do a 5 year lease I think in 5 years the world would be a very different place than actually to be able to get out of a lease the lender will take a 5 year break if you just put a break in it it would give you both flexibility that would probably be a way to go but that sounds like easy money to me cool time for another couple of questions any other questions one at the front and then one more whoever wants it after that and then we're going to go to

[Speaker 5] (1:08:21 - 1:08:42)

Chris so our business is well we've got an HMO portfolio that we've moved on to leases and then we've got the relationships with the providers where they want us to just get more properties for them essentially so our business is helping other landlords move their properties over to support living leases so sort of crest of a wave like feels like we're in the right space

[Daniel Hill] (1:08:42 - 1:08:43)

well I've got 3 blocks if you're interested

[Speaker 5] (1:08:43 - 1:09:27)

well we're only doing Manchester but our our problem or my yeah the problem is we're having so many conversations with landlords that don't quite see the benefit in it like we've done Josh's for example he did see the benefit in it because he understands the easy money concept but even though the landlords are making more money it's less hassle it's still we're having a lot of conversations with landlords that are struggling to like I don't know get them to fully go over to it quickly and I sort of get the in time it's working like it's building up it's nice but I don't know just any tips of like am I just talking to the wrong landlords should I just do it more myself not do it for other people just yeah any thoughts really

[Daniel Hill] (1:09:27 - 1:10:22)

yeah so the good thing is so I would say headline strategy is you're literally onto the gravy train just keep riding it just keep doing what you're doing sitting in the middle and doing deals like that unless you're getting 5 to 10 grand a piece it's a lot of work not a lot of money if you can't if you need it for whatever chunks of cash profit exercise great I would as soon as possible just keep scaling your own portfolio approach people like me or people in the room who don't really want to deal with operators I'll lease it at the open market rent probably to other private investors one or two of them and they'll go and find the operator and do all that sort of stuff because there's enough money in it for both people I would probably just skip a gear and if you're wasting your time spinning tyres with people like that just do more of your own deals because that's where the real money is and it's the same amount of work one more and then we're going to go hand back to Shiv what's your catch in life oh yes well played

[Speaker 8] (1:10:22 - 1:10:23)

used to be a wicket keeper so

[Daniel Hill] (1:10:23 - 1:10:23)

oh excellent

[Speaker 8] (1:10:25 - 1:10:35)

cheers Dan so I've got a deal packaging business and obviously we've got a project management side of it and totally agree very noisy side any tips

[Daniel Hill] (1:10:35 - 1:10:39)

so you've got a deal packaging company with

[Speaker 8] (1:10:39 - 1:10:43)

we sort out the build for the clients as well and so we do the project management

[Daniel Hill] (1:10:44 - 1:12:09)

yeah so it's unless it's really lucrative it's the it's the dud bit of the deal it's like we would charge I've got clients in this room who've paid me tens of thousands of pounds for deals and it's a win-win they got a great deal we got a good fee but we would be earning 40 to 100 grand to do a small development and we would have I'd have one employee that's on you know a significantly smaller amount than that and then we would it depends what your model is we would have a senior site coordinator in house who ran all of the main contractors and then we would sub all the work out to a QS and then a main contractor and that was the only way we could make it remotely arm's length but it is the reality is you're dealing with development it's never gonna be easy money it's always gonna be hard work you just need to make sure it's not too risky and you genuinely get paid or you just start as quick as possible you wanna get to do your own deals because when I started out I was getting two and a half grand a deal I was like wow two and a half grand that's amazing then it was 10 then it was 15 then it was 40 now I'm like even if someone gives me 100 grand I might as well just go and deal myself work with investors build my portfolio I would say if it's getting tiring and you can't make it pay and it's worth your while just move through those gears as quick as you can because ultimately if you know how to do deals and they are good why not buy more yourself and that's really where that level three asset is where you're building your own net wealth at the minute you're making a lot of money for other people and it's part of the journey but I would say if it's getting tiring move through the gears

[Speaker 8] (1:12:10 - 1:12:10)

cool

[Daniel Hill] (1:12:11 - 1:12:26)

lovely well best of luck going and making some easy money this year ladies and gents I'm gonna welcome Shiv to the stage then Josh is gonna take you to the next level after the break putting all of this stuff into your business model and figuring out where is the easy money can we give Shiv Harrier a huge round of applause please

[Speaker 10] (1:12:36 - 1:12:42)

round of applause for Dan guys who wants to make easy money

[Speaker 3] (1:12:42 - 1:14:51)

yes we all learnt something yes perfect guys what's my key takeaway from this I was always told that money doesn't grow on trees how many of you were told money doesn't grow on trees yep but we now know that there are easier ways to make money we don't need to go after the hard stuff all the time we don't need when we started our deal packaging business Lifestyle Property People we started selling the same as everyone else 3 grand for 25% below market value deals and that's kind of what we were doing running around like busy fools trying to make the money because that's what everyone else was doing we very quickly realised that actually that's not the market we want to be in we want to be in a niche we don't want to be competing and now what we do is we don't follow the masses and we charge basically 15 grand for a 6% gross yield property and it works and to answer your question yeah we do make probably 2 grand on every refurb that we do and it's arm's length the project manager goes and does it and we just make 2 grand on it that's it cool so moving on to strategy sessions guys how many of you hands up how many of you feel like in your businesses you're constantly having to put out fires yep and how many of you feel like in your businesses whilst putting out those fires you're constantly having to drag your team along to say come on guys we're going to go on this journey how many of you feel like that yes especially after you've been through property entrepreneur you get back and you go here's the actions for your team this next session guys we're going to help you to craft your headline strategy and your objectives we're going to make sure that you get the right headline strategy and objectives not just any the right ones for this year for you for your business and we're going to make sure that we get your team on site who likes a sign of that yes if we do that you're going to have an amazing year and I said to someone outside earlier you're going to spend these three months of figuring out what you want to do spend the next three months setting it up and then you'll be free as of the first of April because you'll have handed it over to your team and your team can run with that who likes a sign of that yes perfect ladies and gentlemen then please put your hands together for a warm welcome to our head trainer Mr Adam Gough Adam Gough

[Shiv Haria] (1:14:54 - 1:44:17)

Yew Zhu Thank you thanks man Good morning how are we doing are we good We're loving life so far so yes good stuff that easy money session was good wasn't it really good really good ok let me just tell you what I've been up to a little bit behind the scenes This month it's been super busy I admit I am one of those people who are just desperately trying to finish the championship season Anyone else feel like they're still trying to finish championship season? Be honest. Be honest.

Yeah. I've definitely turned a corner though. Honestly, it's been a really difficult month.

Lots of long hours and just finishing stuff. But straight away this week coming into events, so everyone's noticed that actually things are calming down. Like things are starting to calm down.

That's where you should be. Now you must calm down because if you don't calm down now, you're never going to. And this is the funnest quarter.

Why is this the funnest quarter, do we think? Why do we like this quarter the most? Why?

We get to dream. We get to talk about strategy, talk about business. We get to like explore ideas and have those big picture conversations that we've been putting off.

Correct? But we can't have those later. Because once we set the strategy, you're like, no, no, no, don't talk to me about strategy.

It's March. Talk to me in October. Do you understand what I'm saying?

So now is the time that we've been saving up these big exciting conversations. So let's have them. Let's indulge.

Let's use them. Let's not be so busy that we don't give it the time that it needs. So I've definitely been like, I've been telling myself that message, which is why I'm telling you, because I was in that camp of, if I'm not careful, I'm not going to get around to these sessions and it's going to be Christmas and I haven't done it.

For me, as a blazer, I would say literally like, Bella says I've got a brain like a goldfish, all right? Like I go around the tank and I've forgotten I've ever been there. I go around again, it's great.

That's kind of what I'm like. I'm very blazy. Honestly, I don't know where I'm at.

And my grounding, my tempo energy is this. It's when I sat down with my journal finally and I was like, what's next? And I was like, oh, I remembered this when I followed the blueprint and what I took you through in the super event around going back over your last year's strategy day presentations, your end of year presentations, years before that, the journals, the camera roll, the long day.

And I looked at this and I was like, thank goodness, but I've already made a bit of a plan for this year. I've already got some objectives. I've already got kind of my year of is going to be focusing on making it really lucrative, the easy money.

What, you know, Bella and I moving in together, designing our home, moving into a better place. Like, oh yeah, did all that work last year. That's great.

Who's done this? Who's done this exercise and had a bit of relief that actually they've already got a bit of a plan? Yeah, because it's not a blank sheet of paper every time, is it?

So we go back to it. And for those people that haven't done this yet, that's what you've got to look forward to. If you lean into this this year, it's a starting point.

You pick it up again. Oh yeah, what's changed? What needs to be moved around?

And I found that super useful as my grounding point and then evolving. So I will tweak this a little bit this year, which I'm quite excited about. The other sort of big realisation I had that I wanted to share with you all was this, the financial fortress scorecard, the new scorecard that we created, not the living off the steam scorecard.

It's a bit confusing. There were two. This is about how strong is your fortress?

Like, how well fortified is your fortress? Probably if you've got one or if you're building one. And it made me realise my weakest part of my fortress right now, my strategy, is liquidity.

I was like, oh my goodness. The session Josh did around, he said he had all that stress around liquidity and now he's got a three-month rule. Does everyone remember from the super...

Who listened to that session again on the vault, by the way? If you haven't, I would recommend it. It was absolutely beautiful.

Everything you need to build your financial fortress, by the way, is in that session. So for those people wanting to do it themselves, it's there. You can do it yourself.

And I realised that because I'd stretched myself to buy that dream piece of land in Bali and I was kind of like blazing it, pulling money from everywhere, emptying all the bank accounts and then just moving it in to buy it, I realised actually for the last 12 months, I'd been well below my liquidity rules that I used to have. And because money's emotional to me because I'm a blaze, I realised that sometimes actually that might have been causing me a little bit of stress and anxiety, like subconsciously. Like, oh, it's so simple.

Rather than go and maybe start building the villa in Jaan or maybe go and lease another bit of land in Bali, which I am thinking about doing, it's like, why don't I just wait and actually build my cash up so I've got six, 12-months working capital around me so all my mortgages could be paid for 12 months or six months if all my operators stop paying me, et cetera, et cetera. So that for me was the big thing. And I'd recommend doing the scorecard if you haven't done it because it might just show you where your blind spots are to make sure you're bulletproof because we don't want to have to get pulled back in.

So that was really great for me. So who's done the scorecard just to give me an idea? Great.

Yeah, really good. Really good. So that's a little bit about that.

Let's talk about strategy sessions. So this is really what this season is all about in terms of business. I'd say, forget year-old personal long games.

When it comes to the company and your professional growth and what you're going to achieve in the business this year, it is all about strategy sessions and crafting a headline strategy. Now, I've used this in my business for years, but this is both a project and a process. And we've already started it on Property Entrepreneur.

We're already getting the team together. I've had one-to-one conversations. There's more to come, but we had a team meeting.

We're talking about the strategy as a team. The key with this is to bring your team along with you. The project is the headline strategy.

This is the thing you've got to get. You've got to, going into Christmas and the start of January, have a headline strategy. The process is getting everybody brought in, agreeing, and fully behind it.

That's the process. Because we can all set headline strategies on our iPhone on the train home, but it's no good if the team aren't brought in. And the way we get our team brought in, like Dale Carnegie said, is to try and engineer a situation where we let the other person feel like the idea is his or hers.

By the way, hi, I forgot to say hello to the virtual team. So hey, ladies and gents, how we doing? See you all over there.

Howdy, howdy. This is the skill as entrepreneurs because we can only get so far by ourselves. We're all very, we're high performers, we're successful people.

If it was just up to us and we could just run a business by ourselves, we'd all be multi-millionaires right now like Dan. But the difference between Dan and everyone else is that Dan's figured out how to use leverage. And it's all about getting, leading from the back and getting other people to execute your dream for you.

So this is the skill. It's that creative collaboration piece that you as a leader need to engineer and foster in your company. Success and failure are very predictable.

And Dan and I were talking about this when we were talking about PE strategy. And he said to me, so there's only one right answer. You know that, right?

There's only one answer for the business. The goal is to find it and have your team also believe it. Because there is only one thing that your business needs right now.

And that's what this session is going to do. Now, what you definitely don't want to be doing is you come up with the idea and then trying to like bang the drum and brainwash your team that that's the way to do it. Has anyone ever felt like that by the way?

Like you're just constantly telling them if you could just get it, it'll be fine. And it's you that's leaving it. You want them to come up with the idea so they can actually run with it.

And this is what the strategy sessions blueprint is going to take us through. This is what you're going to be holding with your team if you haven't already from this month to make sure you create this. Now, this is advanced.

You've all done this before. But who would like it if I could actually tell you, each and every single one of you, what your headline strategy should be for the year? If I could just tell you now, who would like that?

Would anyone enjoy that? Only three people, that's cool, because I'm actually giving them out of the break. So that's cool, three people.

What about all your supporting objectives? I could save you 10 cave times, maybe five sessions with your team. Who'd like that?

A couple of people, Virgil got their hands up. Very good, there we go, Rach. Yeah, cheers, yeah.

Okay, cool. Well, I can't, unfortunately, I can't do that. But I can literally give you a blueprint which will almost tell you, because it really isn't.

The thing we've learned is that there's no new problems with this. Lots of us will have very similar headline strategies and there are only so many problems we can solve. So actually, by going into this detail, you don't have to reinvent the wheel.

A bit like me in the long game. It's already there for you. So just leverage our knowledge and I bet you, your business will fit in somewhere here.

And if we can't give you the exact wording of the headline strategy, we're gonna give it to you. So does that sound good? Okay, so I'm gonna go into this now and then Shiv is gonna take you through actually getting this done in the room and booking it in.

So let's start off. This is gonna be your agenda that you're gonna have with your team. And we're gonna book these sessions in with your team later.

So this is the agenda and the agenda is in three parts. The first is just framing. The first is what we call the market cycle.

So where is our business in terms of the market? Where are we positioning ourselves strategically? A bit like Darren just covered, for example.

You know, if you're doing, he's no longer doing professional lets in Nottingham, he's on a room to room basis, he's now leasing to housing associations on a long lease basis. Okay, that's a strategic shift, isn't it? That strategic positioning.

And why is that? Well, because rooms became toppy and they became a mature market. So we need to talk about that.

I'm gonna talk to everyone in a second. Then you're gonna ask them where in the business cycle that they think you are. And there's four phases of that which I'm gonna remind you of.

So you start off big market, then you go to business. And then you're gonna talk about the SWOT analysis for your business. Where could we do better?

Strengths, weaknesses, opportunities, and threats. And these will form your supporting objectives. And honestly, if you just follow this, these sessions will be guided, they'll be focused.

And if you engineer them in the right way, you'll have your team coming up with the answers for you to then crystallize. So the first part is the market cycle. Now, obviously, I'll just do a little bit of a word of warning.

If your team is 10 builders from Redditch, then this might not be as good as Laughing Custard is. There was like, you know what I mean? Then that's not, I was actually thinking of Steve's business.

You have to temper this down to your team. So use your own lens. But generally, the first step would be to ask them, and it might be the first time they've ever been asked, where in the market cycle are we?

And you might wanna just explain the market cycle to them. You can send this to them in the setup for the agenda. Now, you've all seen this before, and it's in your workbooks.

Now, there are only four phases to the market. There's the introduction phase, where you don't know whether it's gonna work or not. This is very new.

And a good example of this, I think, it was the director's loan ISA. Just started, there was only one provider doing it. And those people that got in, happy days.

We've all got our director's loan ISAs. That's why we're so smug. And for those, you know, it didn't work out.

The government closed the loophole, for example. Okay, that's just an example. So you don't know if it's gonna fly or not at that stage.

That's the introduction stage. That's the kind of early adopter stage. Lots of crypto, I guess, is probably in that phase.

And then you've got the growth phase, where, no, this is really gonna go now, and demand is far exceeding supply. But you can't get enough of them. This was back in my days when I was doing capital living, and I was taking reservation fees on rooms for houses I didn't even have signed.

There were so many people that just wanted rooms in these nice houses, they would give me 300 pounds and say, just when the next house comes up, please give me a room. That's when you know you're in the growth phase. You can't make them quick enough.

Of course, maturity is when things start to balance. Demand and supply balance up, and all of a sudden, you've got some empty rooms. Things aren't going off the shelves as quick.

You know, what's happening? Everything's cooling a little bit. Now everything's a bit more balanced.

And then, of course, because everyone's late to the party, supply keeps, you know, new rooms coming to the market, if we're using that example, and then prices come down because now there's saturation, and actually, like, all the fun comes out of it. Okay, so they are the phases. And the goal, obviously, is to be in the introduction and the growth phase.

That's where the easy money is, and some people will be more risky than others. So what I want you to do now is just, very quickly, I'll ask Dex to put some music on, is just work out where you are or your businesses are in that cycle. Just mark it on your workbooks.

30 seconds, nice and quick. Make more than one mark. Okay, we'll end the music there.

Just a quick show of hands. Who's in the introduction phase? Who's in the growth phase?

It's all exciting. Yeah, Chris would definitely say you were. Who's in the maturity phase?

Ooh. And who's in the declining phase? Oh, yeah?

SA, in your area, in your little thing. Okay, cool. All right, so I'm gonna ask Chris to put some music on.

Obviously, the goal, so when we're going through strategy, if we're in that maturing or declining phase, you know that you wanna be crest of the wave, correct? You know you wanna be crest of the wave, correct? Okay, so now that's why you're a bit upset now, because now you've got some hard decisions to make.

You're like, damn. Yeah, this is tough. But you've got two choices, basically, like I think when you're running a business.

You either sell on the way up when it's the growth phase. That's the best time to sell when everything's going great. You'd never sell this business.

It's amazing. I love it. That was me in 2019 with Capital Living, hundreds of thousands of pounds in profit, living in Cape Town, Jack the Lad, and then COVID came, right?

That's really good. Or if you've missed that boat and now you're in the mature phase, you could reposition. Of course, you could still sell, but now is perhaps the time to reposition.

If things are getting harder and harder, the margins are getting tougher and tougher, either now is the time to get out or it's time to reposition. And that's really the conversation that we need to be having at this time of year. So that's the first bit.

Everyone clear on that? That's market cycle. Everyone clear on the market cycle?

Good. So you could, a little bit of education for your team. They've never been involved in this before.

It's quite exciting. You know, Adam's teaching me about the market and things like that. The second one is the business.

So we apply the same blueprint to the business. This is part two. So wherever you are on the business cycle is what will determine your headline strategy, by the way.

So we've done strategic positioning, like, yeah, we're really happy. We're doing social housing in Manchester. We are on to a winner.

We've got three to 10 years to milk the hell out of this. And then, you know, I'm gonna be on stage telling everyone how loaded I am, right? That's it.

It's make hay while the sun shines. Headline strategy is like, where are we as a business? Where are we as a business?

And where are we gonna go in 12 months? Where do we want our destination in our sat-nav to be in 12 months' time? What are we aspiring to be?

The step change in the business in 12 months. And in the same way that we've got the four profiles for the wealth dynamics, we use this same energy within our businesses. So we love this, as you know.

And there are four phases to the business cycle. What's the first phase? Anyone who's switched on and listening to me?

Form, fantastic. The second phase? Storm, well done.

The third phase? Norm, come on, I can't hear you virtually. The fourth phase?

Perform, well done, Grant. Still the A student sitting at the front. Absolutely love it.

So they are our four phases. We know that. There are only four phases to the business cycle.

In the form stage, all we're trying to do is get started. The goal is to start, to get going. When we're in the storm phase, we're scaling, aren't we?

We found what we're doing, and now it's time to grow. Go from one to 10, 10 to 100. It's like, let's go, go, go.

Of course, in the norm phase, we'll have dropped the ball a little bit on customer service, because we're not thinking about being really attentive and following up and NPS scores, when we're just trying to get people in the room. We're just hanging on for dear life in storm phase. We go into, we start focusing on service.

And when you get to the perform stage, which 95% of the businesses never get to, now we get to the point where we're driving by the dashboard and we're looking at stats. So depending on where you are will depend on what your focus is. First phase is gonna be just design and build, right?

These are the problems you're gonna have to solve. How do we actually design this business? And Josh's business model section coming up next, the reason we've got it in workshop too is because there's two things you need to start a business.

There's a vision. I'd like to be the go-to service provider, sorry, the operator, social housing operator, provider in Manchester. That is my vision.

I wanna have 20 units. And then a business model. How does it make money?

And this is the kind of, that is really what we're talking about when we talk about designing a business. We don't start until we've got those things. And in the second phase, when we're scaling it, we are just all about marketing and sales.

Like that is the goal. That's where the blazes come into their own because blazes can magnify. And so it's just, we've got something good.

We just need to tell more people about it. If we tell more people about it, then we will do more business because we've already, we already know it works from phase one. And then when we create a lot of noise and business and customers, then obviously we now need to focus on delivery and operations.

And so it's, because otherwise you're gonna drop the board. It becomes very noisy and very stressful. And this is the thing about businesses choking to death because they never really normalise their operations.

And of course, when you've done that and everyone's not stressed out and you've got good capacity and you're at your sweet spot, then you can start to really get into the data and the finance. And this is where the money's made because saving one, 2% off your top line can result in five, 10% on your bottom line depending on your margins. So you're gonna be somewhere on this cycle, your business or businesses.

They're gonna be somewhere on here and you need to think about where you are on this matrix. So I'll get Dex to put some music on and I'll ask you to have a think. Just if you've got multiple businesses, maybe just pick one for now.

Where are you on this cycle? Off you go. Mark's on there.

so you know where you are? Awesome. And as I've said, like I can't, I can't, well I actually can give you headline strategies because I'm gonna give you eight now.

So has everyone marked some, is there one not on that anywhere? Excellent, good. Well, as I said, I've got a headline strategy for you no matter where you are because that'd have been weird.

Grant, don't try and be difficult. No, I'm joking. So if you are at phase one, if you are just getting going in your business, then you could call your headline strategy proof of concept.

All you have to do is write a business model and prove that it works. That's it. That's all you're doing.

Proof of concept is all we need to do this year. I had a conversation with someone else. I think it was someone in here.

And it was just like when I said to them, all you've got to do this year is just do one and make it work. And they went, really, is that it? And I went, yes, because that's really hard.

That's really difficult, by the way. And if you do it in three months, then be my guest, crack straight into Storm. Number two, if you've started and now you're like, actually, I've got something, you're getting going.

And maybe you've done the one and you're like, I need the second and the third. I remember in Capital Living, it took me a year to get one and then another six months to get two more. But then in the next year, we did 10.

So it's like, it's gonna need to get momentum. Of course, if you've already got a couple under your belt and now it's like all out warfare, you're at number three, then I suggest your headline strategy could be ride the rocket. Just go, hold on tight.

Yes, yes, yes, let's just make it happen. We're gonna get to the end, kick it, we're gonna be absolutely dead, but it's whatever it takes to fill the room, for example. If you are getting to the time where you filled the room, say, for example, and everyone's tired and people are threatening to leave and all that type of stuff, this is where you're like, okay, now I need to start to slow down to speed up because we know that the answer is not just more and more and more because everyone's gonna lose their marbles.

We know there's all these other phases where all the real money is made. We don't need more customers, we just need to perhaps extract or deliver more value to those customers. So that's what we need to do, slow down, speed up.

Of course, if you're now coming into things are more routine, you could have, and we've had this as our headline, world-class service. The whole focus of the business now is just the customer service needs to be absolutely exemplary. If you're coming towards the end of the tempo phase and the norm phase, you're starting to look more at data, you're getting away from how it's feeling and being on the ground, and you're starting to put in, really get those KPIs put in and refined.

And then once you've got the numbers, and you're quite happy, you've got quite a good dashboard and your director's dashboard set up and you've got weekly, monthly KPIs, then you can, then it's bottom line time. It's net profit. At that point, you are looking at every line on the P&L and you are doing everything you can.

You're upselling customers, you're encouraging referrals, there's easy money on the table. For example, the deal sourcing example of Shiv is all of a sudden introducing them to other people, extra services that they already need that they're paying for, and it's just literally easy money for him, for example. And then the last phase, phase eight, might be where you've got something and it's done, it's running like a sewing machine, and now you've got to sweat the assets and actually take it to the next level by franchising it, scaling it, licensing it, something else that you could do potentially to take it to the next level.

So there you go. It's not rocket science. It'll be one of those or something similar to those.

Have we found that useful? Absolutely, all right, it's there, it's not hard. Don't put it off, it's really good.

So moving on to the last one, to the SWOT analysis. So market, business, now it's objectives. Now we're onto objectives.

How do we find our supporting objectives? Well, we do a SWOT on each business, strengths, weaknesses, opportunities, and threats. And who's done this already in their journals?

Who's actually done a SWOT on their business? Great, okay, great. So yeah, you want to have this prepared.

All of this stuff, by the way, you want to have done it before your strategy session with your team. You do the work first, then you pose the agenda, which we're going to give you now. And you go into the meeting kind of knowing the answers and hoping they've done the work, and then you can compare notes.

So supporting objectives, right, so let's talk about these. So in the same way we've got our four stages, these are the areas of the business that will probably end up leading our supporting objectives. In other words, what am I trying to say?

The supporting objectives will probably focus on one of these five things. And we call this, everyone, who's heard of MSOF before? MSOF, yeah, well, we had a P in front of it.

I don't know how you say that, PMSOF? PMSOF? Okay, the P-M-S-O-F.

And the reality is that when you're coming up with your objectives, there's only these five places really that you want to focus. So what are they? Well, the first one is the product, the thing that you're actually selling.

For us, it's the content, the course, everything that we deliver. For you, it could be the widget, the gadget, the house, the service. The next one is marketing.

The one after that is sales, operations, and finance. And you'll see that these link very closely to the five problems, right? These are the main parts of business that we have to solve in order to improve and move forward.

And so you will want to pick one of those, sorry, one of those for each objective normally. So you don't just pick random objectives out of nowhere. You'll probably try and fit them into one of those categories.

Let's use PE as an example. So I think our product, I did this last week, I think our product is really good. We've got great results, we've got a good course, we've got good content.

Very happy with the product. Of course, we'll always improve it, but it's definitely not in the red. Sales, really good as well.

We're filling rooms, we've got repeat customers, everyone's happy. For the most part, I absolutely love every single one of you. There's a couple of exceptions.

It's generally like we love what we do, and we do really well in the sales. I mean, absolutely. I think we could do a bit better on marketing.

You know, marketing's definitely gonna be a focus. It's good. I mean, you know, we've sold out the program, but it's probably more stressful than it needs to be.

It probably could do with some work. Operations, because we've grown as a business, I'd say we do a good job, but there's definitely scope to improve. We're probably not, we're probably under capacity in terms of Bianca's team especially, and finance has been something we've been working on for a year, and we're not there yet.

We need to make another recruit. So it's very clear to me now what my three supporting objectives need to be, and I just need to come up with really good mantras around those three, like marketing machine, Rolls-Royce rhythm, and world-class finance function. Hang your boots up, you've done your strategy, that's it.

It's literally as simple as that, but it's a process to get your team to believe and buy into the same. That's the skill. So that'll be your mission, to take your team through those agendas, give them the homework, and then take them through it.

Ladies and gents, don't put this off. It's not difficult. The key thing is to bring everyone along on the journey with you.

One final point before I invite Shiv up is obviously you're holding these strategy sessions with your key team, and for those people who are new to advanced, you haven't done the PDP blueprint yet. It'll be coming up in workshop four. It's a winter task, but this is a good opportunity to not just talk to, if you're having one-on-ones, to not just talk to them about the business and the market and everything, but obviously you can seed about their future, where do they see themselves?

You know, what are you thinking about your team, your future? We'll come back to it. You can say we can come back to it after we announce the strategy, and we'll get into the detail around packages and responsibilities and things like that, but this is a great opportunity to ask them or ask them to think about the fact that those conversations are coming.

So it's a really nice opportunity to do that. Before I hand over to Shiv, are there any questions? Yes, perhaps, yes, and then David, go.

A couple of quick ones.

[Speaker 8] (1:44:20 - 1:44:30)

Clarify, so you've got PMSOF. You're saying that each supported objective can be, like, you just pick three of them, or it could be like two marketing, one operational, for example.

[Shiv Haria] (1:44:30 - 1:44:38)

Yeah, you could definitely have two marketing and one operational. It's your business, but as long as they focus on one of those things, I think you're in the right place.

[Speaker 8] (1:44:39 - 1:44:40)

Sounds, yeah.

[Shiv Haria] (1:44:40 - 1:44:50)

Good, Lauren, have we got a mic? Actually, I've got it, I've got it. Oh.

You're testing me, aren't you? You're right on the side of the room. How we doing, David?

You all right? Welcome to Advanced.

[Speaker 7] (1:44:51 - 1:45:33)

Thank you. Just to get back to your market cycle, I'm just trying to work out how to sort of disentangle the market cycle for a particular strategy from where you are in the economic cycle, if you like. So to take development as an example, something Dan says, a very noisy strategy, which I'd agree with, and it might feel like it's on the decline at the moment, but as the economic cycle changes, you might sort of feel like you're back at the bottom of the introduction of the growth cycle.

Does that mean you should be getting back on that particular strategy, or still staying away?

[Shiv Haria] (1:45:33 - 1:45:39)

Great question. So what I actually missed was that when it goes into decline, it can, of course, go into revival again.

[Speaker 15] (1:45:40 - 1:45:40)

Yeah.

[Shiv Haria] (1:45:40 - 1:45:52)

So you can have a second wind. I would say that with development, it's not that development, I would say it's probably more of what you are developing rather than development.

[Speaker 7] (1:45:52 - 1:45:56)

Okay. Changing tack a little bit according to?

[Shiv Haria] (1:45:56 - 1:46:03)

Yeah, it's probably what you're building. But of course, within development, there's now prefab and all the rest of it. So you've got a double-edged sword with that.

[Speaker 7] (1:46:04 - 1:46:04)

Yeah.

[Shiv Haria] (1:46:04 - 1:46:13)

You know, yeah. So if everyone's doing prefab and you're left behind, you're not competitive. But equally, what are you developing?

It's a little bit more complicated, isn't it?

[Speaker 15] (1:46:13 - 1:46:14)

Yeah, yeah, yeah.

[Shiv Haria] (1:46:15 - 1:46:21)

Last question from Richard. David, if you wouldn't mind. Hello, Richard.

[Speaker 12] (1:46:22 - 1:46:41)

So let me just clarify that I've got this right. So when we're doing our SWOT analysis, we do the SWOT analysis for the five functional areas of the business. And then what I think you showed there was a rag analysis after that so that you can then select where your supporting objectives need to lie.

Is that right?

[Shiv Haria] (1:46:41 - 1:47:13)

Thank you for clarifying because it is a really good question. So you'll do a SWOT analysis on your whole business, not necessarily just for each function. You'll look at where your strengths, your weaknesses are.

And then that will inform. And then you'll look at, you just sort of do them together. So you do a complete SWOT of the business because you need to take a big view of what is, and you want your team to do that too because there's things you may have missed.

But ultimately, it comes down to those five functions and which ones are the most urgent to fix. Do we have a problem?

[Speaker 12] (1:47:13 - 1:47:16)

So by doing a rag, that will highlight which of them?

[Shiv Haria] (1:47:16 - 1:47:33)

Yeah, yeah. What's the biggest priority? If all your VAs are world-class, you haven't got to worry about products.

But like if you're invoicing people wrong, finance is the most urgent because we've all got a lot of problems. It's what's the most urgent, I think. That's why the rag is useful because we can't solve all our problems this year, can we?

[Speaker 12] (1:47:33 - 1:47:33)

No.

[Shiv Haria] (1:47:33 - 1:47:34)

Does that answer the question?

[Speaker 12] (1:47:34 - 1:47:35)

Yes, it does, thank you.

[Shiv Haria] (1:47:35 - 1:47:49)

Ladies and gents, I'm going to hand over to Shiv and you're going to get on with this. Execution is everything. Okay, so we need to, it's how we deliver this into our businesses that is going to determine the success and failure for this year.

So I'm going to invite Shiv back up to the front. Ladies and gents, off you go with this. Let's get it.

[Speaker 3] (1:47:55 - 1:49:19)

All right, guys, you've heard the content. Now it's time to implement it. Remember, that's why we're here at these workshops is to get the actual things done, not to walk away from here.

It's so easy to walk away from here and then say, oh, I'll do it at some point and then not do it. That's why we're getting these things done right here. So first thing we're going to do is we're going to book the strategy session into our calendar.

So what we need to do is we need to look through, like literally get your phone out or whatever, look through the calendar, find out exactly when it is that you can do these strategy sessions. Remember, they can be roughly between 30 and 90 minutes long and they can either be done individually or in a group. And what we tend to do is we tend to do the group ones with the departments, but then I do with the leadership team, I'll do individual ones with them as well.

So with the marketing manager, I'll say, well, let's do one specifically for them. The second thing we want to do is to book the strategy day date in and we need to find a date, we need to find a venue, and we want this to be in early Jan, as early as possible in Jan. For lifestyle, we've got ours on the 10th of January, which is a Friday, I think.

And then the last thing we want to do is we want to send, and this is what we're going to do here, we're going to send the actual brief out. So we've got the information already ready for you. We've got a little gift for you, which is a template.

So all you've got to do is literally change the things and send them out. And we're going to email these out to the team. So we're all about getting things done.

Does that make sense? Perfect. This is, yes.

[Speaker 13] (1:49:29 - 1:49:40)

On the strategy day, I think it says book it in for January. Is that once the strategy's agreed, is that the next step? Is this strategy booking day?

[Speaker 3] (1:49:41 - 1:49:57)

Yes, sorry. So the first one is a strategy session that you have with your team to try and figure out where we are and trying to get the strategy together. You then spend kind of like Christmas and New Year to get the strategy together yourself.

And then the strategy day is together with the team saying, here's our strategy.

[Speaker 13] (1:49:58 - 1:49:58)

Makes sense.

[Speaker 3] (1:49:58 - 1:50:05)

Does that make sense? Yeah. Perfect.

Cool. Any more questions before we get started? Okay.

Catch box.

[Speaker 11] (1:50:08 - 1:50:30)

So for those of us new to Advanced, when we're talking about this moment, this prime time, can we also use that for the do nothing, delegate everything? So these are the instructions. We know these need to get done, but rather than us sitting here doing it ourselves, this time we can get in touch with our EA or the relevant team member to start getting the ball rolling and get these things locked in.

[Speaker 3] (1:50:30 - 1:51:02)

Perfect. If you are at the level where you can delegate, then absolutely we should be delegating. So yes, you can use this time to do that as well.

We don't have a lot of time right now anyway. So yeah, absolutely do that and we will be able to finish off later. Thank you.

Any more questions before we get started? Perfect. So this is going to be in silence, guys, with your laptops, your phones, whatever.

And we're gonna get these things done. We've only got 10 minutes and probably even less than that. So hands up if you need help.

We're gonna be walking around the rooms as well if you need help. And close your laptop when you're done so that I know you're done. Perfect.

Thank you.

[Shiv Haria] (1:51:19 - 2:02:19)

No talking during a prime time workshop. Ladies and gents, the agenda that you're looking for is in the vault. Okay, so you can download it from the vault and then use the template to send out.

Five minutes, all right? So keep going. Up.

The vault, raise your hand.

[Speaker 3] (2:03:18 - 2:09:26)

Help. If you need help. So just bring that to a close now.

Could you all close your laptops so I've got your attention? Cool. So how many of you managed to book your strategy day date in?

Yes. And how many of you managed to actually get the email sent out to your team? A couple of us.

So there is still work to do, but the whole point of this prime time workshop is for us to get the stuff done in the workshop so we don't need to go away and do that afterwards. Okay, so please, less talking, more action. We get it done, then we don't have to worry about it afterwards.

What I want you to do is go to the back of your workbooks where it says mark your homework. And there are the homework topics here. So the ones that we're going to just focus on very quickly is easy money.

There's a section there for easy money for the session that Dan did. A section on the strategy sessions. Strategic positioning.

Those are the three, the top three ones that we were looking at. Okay, so the homework's right there for you to do. And we're going to now wrap up and go to a break.

Remember, guys, we've now shook everyone's hand. So now we're going to go to a break. It's going to be until 20, sorry, until 12 o'clock.

So you've got just over 20 minutes. Your network is your network. So make sure that you meet someone new and you turn decades into days by meeting someone new, absorbing their information, absorbing their contact into yourself.

You can also do a walk and talk if you're up for it right now. Get your steps in. And yeah, we'll just go to a break.

So everyone enjoy that session? Perfect. Will you join me in putting your hands together for all the speakers we've had right now?

And we'll see you at 12 o'clock. Nice.

[Speaker 8] (2:09:27 - 2:09:36)

Nice. ♪ Make me feel good ♪ ♪ Give me your lovin' all through the night ♪ ♪ Make me feel good ♪