**PA Session 3 2024.12.05\_Transcription**

[Josh Keegan] (0:00 - 1:28)

We've got two minutes to live on stage. Ladies and gentlemen, please sit down, take your seats. We're going to be live on stage in just one minute's time.

So finish up your conversations, get yourselves back in the room, sit those bums down on those comfortable seats before we start session three in 20 seconds time. 45 seconds ladies and gentlemen, 45 seconds, please take your seats.

[Speaker 16] (1:28 - 1:38)

One more night, one more night to get this. We've had a million, million nights just like this. So let's get down, let's get down to business.

[Speaker 15] (1:40 - 1:54)

Let's get down, let's get down to business. Give you one more night, one more night to get this. We've had a million, million nights just like this.

Let's get down, let's get down to business.

[Speaker 14] (2:00 - 2:10)

Ladies and gents, take your seats, please. It's the moment you've all been waiting for. It's the one and only, let's give him a big hand.

The biggest hand of the day, the one and only Josh Keegan, ladies and gents.

[Speaker 6] (2:18 - 2:22)

Did you have a good lunch?

[Josh Keegan] (2:23 - 6:26)

Yeah, yeah, good, good, good, good, good. Take your seats, please. Third and final session of the day.

We seem to be a bit low on numbers, but I'm sure they'll be back before we know it. On time is, I'm sure they will. Yes, I'm sure they absolutely will.

Have you had a good day so far? Yeah. Enjoyed ourselves?

Yeah. Good. Found it in Grant still.

I love it. Amazing. Like you guys, absolutely awesome.

You're going to say what Professional Player is all about. Update on the eBay listing, Chris. How are we doing?

Bianca, it doesn't matter. It doesn't matter who's bidding, Bianca, it's just... What are we up?

36 British pounds. Oh my goodness. And we've agreed it's going to be this shirt.

It's limited edition sweaty t-shirt. Come on, guys. 36 pounds.

Who wants to put a bit of money in? Who's going to do a donation? Who's going to outbid?

Anthony. Okay, he's gutted because he doesn't want the shirt. So, I mean, I went either way.

He gets the shirt, he doesn't want it or someone outbids. So, let's see what happens. Come on, let's do some bidding.

Right. Life by Design. This is what this is all about.

It's what 2025 is all about for each and every one of you. And when you started Property Entrepreneur, in your goodie bag, you should have got yourselves one of these. Okay, so we've got an updated one in the back of the room.

So, make sure you get your updated Life by Design calendar. It should be relatively self-explanatory, but the whole element here is fail to plan, plan to fail. And if you want to have your best year, if you want to live your life by design, you want to think about now, before you get to January 1st, what your plan is.

You want to sit down with your partner, with your family, and you want to pick all of your key dates, key events, your holidays, your experiences. And the whole ethos here is put the rocks in first. Put the things that matter to you most in that diary first, and then plan everything else around those things happening.

Who's done this before? They've actually sat down and planned their year, and all the great experiences, yeah? And was it a good experience?

Yeah, amazing. That's how you have your best year. I'm actually going to use my plan of this year as my tangible target for all my three personal objectives.

Because basically, one of them is all around challenges and experiences, so taking the family away and doing some physical challenges. One of them is all about time with, like, a couple of times with myself and Hayley. And the third one is all about our dream home, like really getting that house a home.

So I'm literally going to put all of the deliverables into that calendar, and then by the end of the year, my tangible target is making them green. So it's going to be a great year to, like, great tool you can use. So maybe you can do that in your objectives too.

So make sure that is done before we start in January the 1st. Now, we're going to start session three. Nice of you guys to join us.

I hope you had a nice time out there. Oh, here we go. So I said it at a bad time.

Poor Rupin. Poor Rupin. It looks like it's the worst one.

It's always Rupin. It's always Rupin. So we're going to start session three.

And session three is something that most entrepreneurs never fundamentally get. They're always selling anything they can, any price that they can to anybody, they can fundamentally sell this thing to. They're just desperate.

And they don't fully have a business. They don't have a business model. And as Dan talked about, it's the hard money because there's nothing to standardise.

You guys want to get strategic. You want to take yourselves to another level. And you want to position yourself.

You want to have a place in the market. You want to position your products and services for the right people. And you want to be clear on your products, your pricing, and everything you're going to sell and do over the next 12 months.

This is where the money is made. And this is how you create a scalable, sellable business, which is highly, highly lucrative. So in this session, we're going to take you through how to actually strategically position your business, your products, your services, which you're going to offer over the next 12 months.

Looking forward to it? Yes. Are we looking forward to it, ladies and gents?

Yes! Well, let's welcome to the stage your head trainer, Mr. Adam Goss.

[Adam Goff] (6:34 - 29:27)

Still got it on. Still got it on. Ho, ho, ho.

Good stuff. All right. So we are coming into the start of the next year.

And we've got some big decisions to make. We know where we're going. But the highest level business development is how we're going to strategically position ourselves in the marketplace to achieve everything we want to do.

So I'm going to take you through this session now, which is about how we do that within our businesses. And then Dan's going to come up after me. And he's going to give a select group of people, the people that submitted.

He's got a range of people that have submitted questions. And he's going to give some live, board-level mentoring on strategic positioning, picking the right strategy. Because this is where the money is made.

This is where we're adding the most amount of value to our business. And it's all coming to a head now as we get into the start of the year. Ultimately, this is another level to business modelling.

This is like your next level. All of this should be decided on paper before you start. All of these calculations are done in prime time, in autumn, and in early winter.

So strategic positioning, then, is broken down into three areas. And you may want to use this agenda, these three points that I'm going to take you through now for 10, 15 minutes or so, and also allow you to do some exercises in the room along with me. You'll be able to go through this agenda with your key stakeholders, your business partner, maybe your head of ops, your head of sales, your head of marketing, et cetera.

This would be quite a good agenda that you could run through with something else. So there's three parts to this. The first part is, what products are you actually going to sell?

And we want to sell 50, but actually it should be more like one or five. So less is more. So what products are we going to sell this year?

How are we going to price them? What price points? Because this is ultimately going to position our products in the marketplace.

And how are we going to create a package so that it's an absolutely no-brainer offer? And in fact, the selling isn't really a thing because they just fly off the shelves because we create a no-brainer value stack, something which sells itself. And all of these things need to be decided as we go into the new year because this is ultimately going to determine our success.

Let's get into this now. So the first part is the product. So most entrepreneurs spread themselves way too thin.

They're spinning templates. Probably the biggest bit of feedback I ever give anyone on Property Entrepreneur is you're doing far too much. You need to do far less.

Who was I having a conversation with even earlier about this? I think it might have even been Tedulicious. Where's Tedulicious?

Just a board member. But consistently I would say that the biggest lesson I've ever learned is to go an inch wide and a mile deep. Less is more.

But we're all doing too much, okay? And no, well, all right. Yeah.

Thanks. So there's a bus and I just throw myself under it. It's like, but yeah.

So I would say less, maybe, anyway. Less is more. Less is more.

Products, less is more. Okay, so case in point. Have you ever been to a restaurant where you've got a menu where they do six different types of cuisine from all across the world?

It's 32 pages. And if you're dyslexic like me, you literally don't even bother opening it. It's like a leather bound, everything that, every dish that was ever invented.

You ever been to those restaurants? Now, no, some people haven't. Lucky you, okay?

Like that entrepreneur has obviously decided that the more things they can offer, the more customers are going to be happy. The more customers, they've literally convinced themselves of this equation in their head. They're like, we cater for everybody, okay?

The problem with that is, is that really you're catering for nobody, because your quality of your food is going to be bad. You can't control your wastage. You're like, the chefs are overrun.

What ends up happening in a restaurant like that? Everything's frozen. You know, when you see everything from clams to curries on the menu, like you know it's not going to be high quality food, right?

So you've sacrificed value for choice, because now it's just poor value. There's too much going on. On the flip side, if you ever been to a fancy restaurant, you get told what you're eating.

This is what the chef has made for you today. Is it fish or meat, sir? That's the choice that you get to make, fish or meat.

And that's because these people have figured out that inch wide, mile deep, they're going to be very, very good at less, while trying to be really average at more. And this is the exact thing that we all do in our businesses. We try and cater to every whim and every need.

And we try and be everything to everybody. And we actually just need to be everything to somebody. That's the difference.

So this is us. This is a thinly spread piece of Marmite on toast. And this is what everybody's doing.

We're spreading ourselves way too thin. We're not specialising. And therefore, we're not creating value for our customers.

So what we really want to encourage you to do is double down on the one, three, maybe five things that you, depending on where you are in your business journey, that you're excellent at, that you can niche in and you can really smash it. Now, it's true in our story. Okay, you look at our business now, you say, well, Adam, you do the programme, you have the blueprints of the programme, you've got the plants, you've got mastermind, you've got the board, you've got AGM, you've got financial fortress, you've got barley retreat.

Yeah, we do. But it's taken us 12 years. And seven years ago, we just had the programme.

So which means for the first five years, six years, all we did was the programme. So we did this one thing. We made it world class, and then we moved on to the next thing.

Then we launched Advance. Okay, and then it's only in recent years, we started to add other products on, because we won't do anything unless it's world class, because we're just not adding enough value to the customer. So Rome wasn't built in a day.

And whilst you might have all of these amazing ideas, especially if you're a dynamo, about all the things that you are going to do for your customers, that you can do for your customers, Chris, we were talking about it, you know, loads of ideas in what you're doing. You've got 100 ideas, loads of loads, and all of them are valid. But you don't have to do all of these this year.

All you have to do this year is just lay one perfect brick. And the quote behind me, which is like, you don't have to build the perfect wall this year. All you have to focus on is just laying the perfect brick.

Too many of us are trying to build a wall really quickly. It falls over in three years, and we're happy to be back there, back to square one, building the wall again. Actually, if we just really focus on brick by brick, built this perfect wall, thing lasts forever.

And that's where we want to get to. So, over to you now. I'm going to ask Dex to put some music on, bringing it back to your business.

What one to five, and ideally it would be one to three, products or services are you going to focus on this year that are going to give your business the best results in 2025? What is your bread and butter, your core product, the thing where you can add most value to the marketplace? Five maximum, ideally less.

Over to you. Dex, let's finish that off. Make sure you've got it nailed.

Keep the pens down when it's done. Okay, we'll stop there. Just to show our hands, just I'm interested to know, who's struggling with this?

Okay, cool, yeah. Who's got, who's got something on their list? Hands up, something on their list.

Who's got, keep up. You've got two things on your list, three things on your list, four things on your list, five things on your list, more than five. Okay, okay, good.

We've got our focus, our niche. Ben just said to me, it's not freedom of choice, it's freedom from choice, something like that. It's all about just picking what we're going to do.

Next phase, the next stage, sorry, is our price points, because our price point is probably the biggest thing that determines our positioning. You get a lot from the price, don't you? You get told a lot from the price, subconsciously or consciously, it is the thing that positions us in the marketplace, because we assume that if it's more expensive, we're going to have a better experience, and if it's cheaper, we're not.

Is that correct? So price is probably your biggest thing when it comes to the positioning. Case in point, you can buy a can of Coke Zero from the local Tesco Express for what, 50, 60p?

Okay, or you can go to the Belfry and have a Coke Zero, and it'll be 675 pounds, okay? Exactly, same Coke, different experience, all right? And you're in the Belfry, it's very nice, and it's up to you whether you think that's good value for money or not, right?

But it's a very, same thing, different price, different experience, and it's all about positioning. So this is where we need to establish where we're going to position our products or service in the marketplace, and the experience that we're going to deliver for our customers. There are only three positions that you can occupy in the market for your products or service.

First is cheap. You are the cheapest, you compete on price, you are stack them high, sell them cheap. You are Ryanair.

Or your economy class, all right? There's no frills, it might not even be drinks included, you've got to pay if you want to choose your seat. It's like it's basic of the basic of the basic, it's cheap.

So you can either be cheap or you could be the most expensive, business class, okay? You get to choose when you eat, you get to choose your menu, you get a little nice towel when you sit down. I haven't quite figured out why they give me that every single time, but it's just part of the experience.

They memorise your name when you walk on the plane. Hello, Mr. Jeff. That's what they say to me.

Hello, Mr. Jeff, all the time. Hello, Mr. Joe. Yeah, it's just great.

I'm just like, just call me Adam and then it's hello, Mr. Adam and I'm like, okay. Yeah, that's the experience. That's what I'm paying for.

That's premium, isn't it? It's premium, I can do what I want. They don't check if I've got my seatbelt on when we take off.

I can use the toilet when we're landing. Sorry, they just leave me alone because that's what I've paid for. I've paid for that premium experience.

Or you can do the value for money option. Now, this is the option that most people go for. It's not cheap and it's not expensive.

It's somewhere in the middle and it offers the best value. This would be the premium economy of flying because you get the business class food, you get a more comfortable seat, you get a nice bit of service, but you're not paying, you might be paying double what economy is, whereas business class might be four to five times economy. So that offers the best value because it's not cheap, it's not expensive, it's somewhere in the middle and you're getting a mixture of the two.

Which one do you think that most people actually want to go for in business? Oh, it's a debate. Who thinks cheap?

Who thinks expensive, most expensive? Premium, who thinks value somewhere in the middle? Yeah, I'd say that for the most part, people want value.

People want value, don't they? That's what people want. So I think from experience that most people go for the value option.

Obviously, sometimes people are driven by different motivators and some people are going to go cheap and some people are going to go premium, but I'd say the value option in the middle is probably the one to go for. So bringing it on to you guys then, so when you're looking at your products and services, the next question is, which three of these price points are you going to occupy with each of those products or services that you wrote down during the first exercise? Remember, there are only three and there can only be one.

Let's see. Get some music on, please. All right, let's wrap it up there.

Who, okay, you might have different price points for different things, but just out of interest, who wants to sit at the cheap end of the market? Who's doing something that's like super, super cheap, second part, it's okay. Don't be embarrassed if you are.

Yeah, good. All right, nice. Yeah, good.

Yeah, sweet. Perfect. Okay, I'd say, I guess if you had a outsourcing business to like the Philippines, it's probably the lower end of the market, isn't it?

You don't go to the Philippines for really expensive VAs, do you? Am I talking to myself? Do you go to the Philippines for expensive VAs?

No, thank you. Thank you for participating in this beautiful thing called Property Shopping in Advance. Okay, no, you don't.

Okay, no, you don't. Do you expect to hire someone from San Francisco, the Bay, who's got a Harvard MBA as you're a Philippine, if you want cheap? No, right?

Okay, so that's very good. So just that, no one's cheap. A couple of people are cheap.

Who's expensive? Who's premium? Awesome, nice.

Yeah, good. And then by default, everyone else, value? Okay, cool.

I'm really interested. Okay, good. So we've narrowed down what we're gonna sell.

Hopefully it's one thing, maximum five. We've decided how we're gonna position it in terms of pricing. But now we've gotta make it a package, haven't we?

We've gotta make it a no-brainer. We want it to sell itself. We want it to stack up where people actually feel stupid not buying this thing off you.

This makes sales incredibly easy if we can get this bit right. And this is where a lot of the value is added. And we call this the perfect package.

The goal is to create this beautiful thing that people feel silly saying no to that is a no-brainer. And the best formulaic version of this that we've ever seen is Alex Hormozy's calculation. Who's familiar with this?

Yeah? So he put this really simply. The hardest thing is to keep it simple.

And Hormozy says that this is all you need when you're putting together a package. This is people's likelihood to buy. If you get this right, they'll just think it's an absolute no-brainer and you'll generate so much value.

Get it wrong and they won't do it. So let's use an example. So the first is your dream outcome.

So you pick the thing that you're selling that you want to deliver to them and you multiply it by the perceived likelihood of achievement. So in other words, if I've done something and I can say I'm going to do this for you and you believe me because I've done it, you're going to think it's a lot more attainable than if I say, well, I've heard of people doing it and I'm pretty sure we can get you there. It's like all of a sudden my perceived likelihood of achievement is going to go down divided by how long it's going to take me.

So if I can get you there, it'll take you 10 years. It's like, oh, I get it. It's going to take you 10 minutes.

Oh, now I'm interested. Multiplied by how much effort and sacrifice it's going to take. So yeah, it's going to take you 10 minutes and it's going to feel like a short needle prick versus 10 years and it's 60-hour work weeks and giving up weekends and you may get divorced, probably get a bit fat.

It starts to all become a little bit unappealing. The good example of this that he uses is losing weight. So for those people that haven't heard this already, it's quite a good one.

So it's like, right, what's my dream outcome? I want to lose 10 kilos. People like to lose a bit of weight here.

Yeah, it's not a trick question, but you want to lose 5-10 kilos. I actually met someone in Bali over there who's actually pretty lean who told me he was going to go and get liposuction in South America. What are you doing?

Anyway, dream outcome, lose 10 kilos times by the perceived likelihood of achievement. Well, liposuction is guaranteed. I'm literally going to suck it out of you, Greg.

All right, you can see it in the end.

[Speaker 6] (29:38 - 29:39)

Know your place.

[Adam Goff] (29:48 - 42:07)

One of my favourite moments ever. I think Virtual got it, literally, to be honest. They can Google it if they want.

Right, so anyway. Goodness me, that was good. That was very good.

Your reaction was priceless. So you've got two options, Greg, right? Yeah, oh God.

We've got liposuction, which is guaranteed. I'm literally going to suck it out of you. You can take it home.

I'll put it in a jar. You can literally put it in your mouth squeeze. You can see that the fat is gone.

All right, or I'm going to set you on a programme of a calorie deficit and steps and the gym. Now, of course, the X factor in that is, are you actually going to do it? Because life gets in the way.

Divided by the time delay. Now, liposuction, if you're doing a short operation, takes an hour and you'll literally walk out of there and you'll be that much thinner. The other alternative is going to take you 9 to 12 months because we need to lose weight gradually.

We're going to lose more than half a kilo a week. So it's actually probably going to take you more like a year to lose those kilos. Times the effort and sacrifice.

Well, liposuction, as you say, rightly pointed out, you can just sit back and relax. In fact, we might put in a general aesthetic. It's just like just the needle.

That's it. Or it's getting up an hour early every day, going walking in the dark, missing social engagement with your friends and friends and family, not eating any chocolate over Christmas and Easter. Right.

Like not having the dessert at the Belfry, not having milk in your coffee anymore. Like, oh, yeah. Oh, yeah.

That's the one that got you out of all of those. You know, that's quite a lot of effort and sacrifice. So which one are you going to go for?

Well, it depends on the price, doesn't it, as well? Because obviously how much does liposuction cost versus how much is a lot of that doing it yourself? But this is the value equation which people are putting together.

And we need to be thinking about this when we're putting together our packages so that people bite your hand off for the option that resonates most with them. It's going to offer the best value for money. When I was selling my business, in the end, I asked Dan to help me because I couldn't get it over there.

I've got so far. But in the end, Dan said to me, I've said this to you before. Would you let me help you?

I've offered you once before. I'm not going to offer it again. Would you have me help you?

And I said, obviously, I've got a bit of an ego. And I was like, okay, what would it look like? He said, what Dan could have done is Dan could have said, right, Adam, I'm going to charge you 25 grand up front.

I'm going to up, but I need it because I'm going to have some sunk costs. I'm going to, you need to put me on a 10 grand retainer because my hourly rate's, you know, thousands of pounds every month because I'm going to be talking to buyers. You can ring me whenever you want.

I'm going to have to get your beck and call. And, you know, and I do sell businesses and, you know, we'll probably get it sold in six months to a year. So for me, that was like, oh, I've got to spend 25 grand.

I'm now committed to 10 grand a month. I've got no guarantee it's going to happen. Dan didn't do that, did he?

Dan said, I'll tell you what, I'll sell your business for you. Don't pay me anything now. Whether I sell it in six weeks or six months, this is what I'm going to charge you.

And it was a fixed fee. And if I don't sell it, you pay me nothing. Well, I'd feel like an idiot to say no to that.

As long as I'm happy with that fee, I've got nothing to lose. Absolutely nothing to lose. So that is a good example of a no brainer.

It's like a money back guarantee in this. And that's the type of offer that we need to try and create. And it's easier said than done for our businesses.

So the perfect package. What makes a perfect package? Well, one of the things we can do to make this perfect package is stack it with a value.

So you might have come in here for liposuction, but we're going to give you this. We're going to give you that. We're going to give you something else all built in.

We're going to put you up in a hotel for the night. We'll pick you up with valet, with a driver from your home. You know, the hair loss companies in Turkey, there's all kind of like, we'll pick you up from the airport, we'll put you in five star accommodation.

You know, you'll get two nights in a hotel for you and your missus. They do all that. They stack it with extra value.

In the education industry, they like people give free templates. They give free spreadsheets, free deal stackers, free recordings, things that don't cost a lot, but they add extra value. The second thing we can do is we can productise it.

We can call it something. You know, we can give it a name. Like the winter hit list, where we can give it a name that makes it a product.

Because as soon as you call something something, it makes it more valuable. We don't just call it the, you know, the winter Gantt chart. Okay.

It's the winter hit list. It has like a value, has more perceived value. So give it a name because it'll increase its value.

And we've got to make it a no brainer offer. All right. We've got to, value is what you get, price is what you pay.

You want to stack it with value so much, they actually feel stupid saying no. One example we were doing last night for Martin, is we were saying, well, Martin's got an online Facebook community and his goal is to get people into that Facebook community. And I said, you know, one of the best offers I've ever been given on a community like that is the guy said to me, beautiful Alex or Mosey style pitch.

So at the end he said, you know, if you like what I'm doing and you think it's for you, you can join my community. It's normally $100 a month, say. If you join it for the first 30 days, you set up a subscription.

If you don't like it, you can cancel the first 30 days for free. Just come in for 30 days and see if you like it. Well, if I've been through his one hour masterclass and I like the guy and I know he does what I want, I kind of feel a bit stupid not to take a free month in his community, don't I?

So what do I do? I took a free month in his community and kind of we have that sort of penny. That might be something that Martin decides to do because why would I not try?

Like, why would I not give it a go? That's kind of what you want to create in your business somehow. And it's easier said than done.

So just to finish this off then for the last couple of minutes, the question you've got to ask yourself now is, how are you going to create this perfect package where you can show maximum perceived value by adding in extras, by stacking things up, by creating this huge amount of value versus the price that they're going to pay? And how are you going to make it a no-brainer? How are you going to try and get a 100% close rate when it comes to doing your pitch or your sale?

How can you make it an absolute no-brainer like the LIFO section? Over to you. Wrap up there and you can finish this off in homework.

All right, good. We'll end it there, ladies and gents. Well done.

So this, you can see this is where a lot of the value is created, yes? All right, so these are the three things you need. All right, what are you going to sell?

Are you going to be cheap? Are you going to offer value? Are you going to be expensive?

And how are you going to create this package? You're not going to do it in five minutes in this room. This is something that I'm going to be thinking about for the next three months, okay, is how to make that package so good they bite your hand off.

And then, of course, the next question is, how many are you going to sell? So when you're putting this together in your business plan, it's like, is it one or is it 100 or is it 1,000? Because this is where the business modelling comes in.

So let's go through the homework. So in the back of your workbooks, you'll see this. So strategically, what are you going to do?

What is your strategy? Are you stacking them high and selling them cheap? Or are you going to do five super expensive?

And what products are you going to actually sell? Ideally, one, but you may do more. I would say you need to have those two things decided, really, before you go into your strategy day.

You want to have those things nailed over Christmas. The second part to this would be your business model, which would be where you start looking at what you're actually going to charge, because that needs to go into your business model. This is a very winter activity and how many you're going to sell and when you're going to sell them through the year.

And then once you start building out your marketing, that's when you start putting, this now becomes the sales bit. How can I actually get people to buy? That's coming towards the end of winter, maybe even in spring, where you're putting together those marketing packages and you can actually get it out the door.

Any questions on the homework? Good, okay, if you follow that, that blueprint, it'll absolutely get you where you need to go. It's what most entrepreneurs don't do, but all the value is created in this if you get it right.

So I hope you enjoyed this session. Following on with the strategic theme, we are now going to be doing some board-level mentoring. I asked Dan to do this session for us as a favour and so I'm really delighted that lots of people have taken you up, taken him up, us up on our offer to get some board-level mentoring from Dan himself.

He is the king of strategy. He is the most strategic thinking person that I've ever met and his success speaks for himself. Ladies and gents, for the last time today, let's give a massive Professional Entrepreneur welcome to Mr. Daniel Hill, please.

[Speaker 14] (42:08 - 42:08)

Thank you.

[Daniel Hill] (42:17 - 44:19)

Thank you very much. Well, guys, so this is all about getting the strategy sessions right. Normally, I just do this on the board, so within the boardroom, and then next month, all of the board members have their own private strategy session.

And what we're going to do today is get through as many as we can. And really, the aim of the game is to get your strategy right. Because in the same way, we talk about Sunday sanity and business planning in that don't start until it's finished.

It really is. I was talking to the board yesterday about when you're building a building, it's called design and build for a reason. Design is the hard bit.

The people you pay to design your skyscrapers and your office blocks or even your extensions and houses, they're highly paid professionals who understand how structural engineering works, how dimensions work, how materials go together. That design bit is all done before you even start the build. And you wouldn't build a house without a solid set of plans.

So why would you do it for a business? And this really is the difference for you. You're going to commit the whole of next year to doing something.

Before you start building whatever you're going to do next year, let's make sure the design is right. And if you wanted my input, it would be high margin, small team, easy money and those needle and haystack strategies that I keep banging on and on and on about. And having gone through this with the board for the last three months, some people have tweaked what they've done.

And other board members, one specifically has launched a completely new business model and pitched it to me on their strategy session on Zoom last month. And then we looked at it again in the boardroom yesterday. And bearing in mind two months ago, they'd never even thought of it.

The reality of being in two to three years of making a million pound a year with one employee doing part-time hours is very, very realistic. And I'd encourage all of you to head in that direction. But I appreciate changing what you're doing is easier said than done, but that's where the money is.

So we're going to get through as many questions as we can over the next 28 minutes. Josh.

[Josh Keegan] (44:20 - 44:28)

First up, we... Oh, apologies. First up, we have Mr. Stephen Helgill. Off you go, Steve. I'll give you the mic. Steve, are you showing everyone your jumper?

[Speaker 9] (44:29 - 44:32)

I think so, yeah. I think it's a Sunday from 2012.

[Daniel Hill] (44:32 - 44:36)

He's got a beautiful Christmas jumper on, one of a kind.

[Speaker 9] (44:36 - 44:38)

I just want to get Adam's face away from my groin and then we'll be all right.

[Daniel Hill] (44:39 - 44:42)

Adam's face has spent a lot of time where it shouldn't be today, yeah?

[Speaker 9] (44:43 - 44:46)

I was wondering before, what's worse? Adam trying to suck things out of his throat.

[Daniel Hill] (44:47 - 44:56)

Okay, Steve, what's your strategy? That's one strategy I wouldn't recommend exploring. You might come to regret it.

No pun intended.

[Speaker 9] (44:56 - 45:33)

Right, come on. So my question was, I'm guilty of always taking too much on. And so I really want to focus on fewer this year, fewer but better.

And part of that is being in the right space, sort of in terms of health, physical, mental, being calm at home. So things are really mentally ready to nail it. I've also got a full-time job.

So it's really putting all the plans in place is all well and good. What are those sort of key tips and hints you would do for staying on track and not being distracted and putting structure in place, et cetera, et cetera?

[Daniel Hill] (45:33 - 46:14)

Yeah, it's a really good question. And we're all in the same boat. All of us over-commit.

You know, we're ambitious people. We want to do everything. But the reality is you end up flying five kites around rather than putting a rocket to the moon.

And on the board, one of the biggest things I say, and I think I put it in three of the board members' Christmas cards this year, was keep it simple. And the hardest thing is to keep it simple. And any way you can find to make it easy and keep it simple would be really effective.

So if it's your health and fitness, whatever makes it easy for you. So if you spend X amount of hours on Zoom or whatever when you're over in Dubai and doing your travelling and your expat stuff. Mark.

Oh, is it? Sorry.

[Speaker 9] (46:15 - 46:18)

It's in the book now, so it's easy to see on the map.

[Daniel Hill] (46:18 - 47:45)

Okay, yeah, excellent. I did have a little Zoom in. I thought, who's over there?

So my apologies. If you know you're already going to be on Zoom for, say, three hours a day or whatever, and you think, well, it's really hard to get out and do my steps while I'm doing that, well, kill two birds with one stone and do what Adam did this year and what Josh did last year. And you put a treadmill under your desk, so you're sort of killing two birds with one stone.

Anything you can do to make it easy. One of my objectives next year for fitness is fun fitness. I enjoy playing squash.

It's like playing squash once a week. It's fun. It's fitness.

It kicks a load of boxes. Whereas going out for a run, I hate. It's hard.

It's easy to avoid. So I say keep it simple. And then on the board, we use a blueprint called set and forget.

And what we do is at the beginning of the year, break each of those objectives down to a way that you can set it up for the year and you never forget it. So one of mine last year was having, obviously pregnant, we've had half-half, is our date night started to slip. So we said we wanted a date night every night, every week, sorry.

That's how half I got here. We wanted a date night every week. So I just made it as simple as Wednesday night in my calendar is date night.

And it's just now, it's just part of my calendar. Whereas before it was just if we could make time for it. It's just any way to make it repeat, make it regular, make it easy and just lock it in.

So you have to remove all the thinking and you can just run with that. That'd be the easiest thing. Keep it simple and then lock it in.

So you can set and forget it. Cool, next one.

[Speaker 5] (47:53 - 48:00)

Yeah, I was going to add some more noise to my knife by starting a new back-to-back leasing company.

[Speaker 20] (48:01 - 48:01)

Okay.

[Speaker 5] (48:01 - 48:50)

And I was just about to pull the trigger last week. Got some feedback, got some reflection and decided to buy Bosch. Okay.

So based on what you said last week, let's just start going back and buying assets and putting them into financial fortress. So basically that is going to be my strategy now moving forward and partnering that day with supportive living providers. And so I just wanted to ask really for you having built a big portfolio and talk a lot about back-to-back leasing.

Where would you advise someone like myself that's going in to start building a portfolio with some cash in the bank to make it an easy win? But also scalable because at the moment I've got a forecast of two properties per year for the next three years, which is like moderate. Yeah.

But how to then scale that from your experience?

[Daniel Hill] (48:51 - 51:48)

Yeah, so you're going to hear the same thing probably consistently over and over again. The difference is whether you listen to it or not. All it comes down to is, so easy money, modeling and then keeping it simple.

So doing the back-to-back leasing is a great way to get started and buy back your time. But really as soon as possible, I talked to this about a couple of the board members who are making lots of cash flow but actually have very few assets is as quick as possible. You want to start owning the assets rather than sweating somebody else's.

What I would do is find a model that works for you and is really easy. Easy money, easy to replicate, easy to scale. So if you've got capital, great.

You might be able to do the first couple. And equally, it doesn't matter how much money you've got, you'll run out eventually. I would find a model that works, a model that's simple, a model that works and a model that's scalable.

And for example, one of the models we're looking at at the minute is we've got a, it just so happens one of our tenants in Mankore House that Andy knows is a supported, a specialist supported housing provider for vulnerable families. And they approached us early doors and said, you know, if you guys buy property, we'd love to lease them off you. So we're like, to me, that's easy money.

If they can go and find the properties they want to buy, I can fund it, Andy can go out and buy it and sort all the delivery out. To that, for me, that's easy money. So it's like, right, well, it's a single layer.

It's one operator and it is quite scalable. If you then wanted to do something like that with, the bit there would be find the model that works. Three bed houses in Sheffield, S66, whatever.

You choose your postcode, your strategy. Just find one thing that works and then try and do 10 of them. And in order to do it with somebody else's money, just find a model that works.

You might do a joint venture model where you find someone like me or somebody else who's got loads of cash, but doesn't want to go out and actually do the deal sourcing. And you might do a joint venture, which is how I built my first portfolio with Les, my business partner. He put 3.4 million in. I ran around and built, developed all the sites and it worked really, really well. If you can find a model that's a win-win, like a 50-50 and you buy it, refurb it, refinance it, lease it. But it's scalable in the fact that you can do it, maybe refinance or leave the cash in, but then you can just rinse and repeat.

It really would be that. It'd be find something that works, make it simple and then scale it. And what you're trying to do is, without being blasé, it's really simple.

Like it really is simple. You find an operator in an area, you find a deal that works and you just set up your right move alert. As they come in, you find the ones that work.

You have an investor ready in a model that's a win-win. And you just, I don't think it would take you three years to do six. I think it'd take you six months to do one and then you'd probably do five in six months.

But that tends to be how it works. But I think absolutely, that's the direction Travox where you want to go.

[Speaker 5] (51:49 - 51:49)

Thank you.

[Daniel Hill] (51:49 - 51:51)

Cool. You're welcome. Next one.

[Josh Keegan] (51:51 - 51:57)

Mr. Umesh Kara. If you can just make sure you speak into the mic for virtual, please, Umesh.

[Speaker 6] (51:58 - 52:29)

Mine's not so much on strategy. Mine was a question around a team member. Okay.

So I've got a team member that's already quite stacked with quite a bit of work. She's really good at what she does. She loves what she does as well.

How do I get, she wants to own everything I give her. So how do I get her to let go and move the work that she does more important and some of the urgent stuff she just passes over to like a lower level assistant. I need her to own it because I can't spend all my time.

[Daniel Hill] (52:30 - 54:24)

Yeah, absolutely. So this is the sort of UFC analogy, you know, a high performer who's really good wants to impress you. They want to own everything and they want to do a great job.

But the reason the UFC refs there is not to protect you from the other player is to protect you from yourself. Like when someone's choking you out and you refuse to give up because you're such a high performer, the UFC refs there to look after you. That's what you've got to do is step in and help him or her because they're going to burn out.

Their standards are going to drop. They're going to sort of choke to death essentially. So what you're doing is absolutely right.

There's a reason why there's always a risk with, there's a model called first time management. I don't know if anyone's ever heard of it. So first time manager is a trap where basically you take a high performer who's a great salesperson and you think, do you know what?

You've been a great salesperson. I'm now going to give you a team of salespeople and they become a sales manager. And what happens is what made them great as an individual, they're now responsible for other people's performance and it tends in most cases not to work.

The example I always give is football managers. You have world-class football players who are the best in the league, won the championship, man of the match, all that sort of stuff. They go to become the captain of the team or the manager of England and it doesn't work because they're a great player but not a great manager.

So you do want to approach with caution. It might be that they've got some hesitancy because either they don't have the skills or the confidence to manage someone and you don't want to set them up for a fool because at the minute they have complete control over their performance. As soon as somebody has to manage someone else, the perceived success of their performance is then reliant on other people and I've seen it go wrong loads of times.

So it is a risk point. I think one question would be if they don't want to give the work up, why is that? So if they're at capacity and you want to give them more but they don't want to give up the stuff they could, why is that?

[Speaker 6] (54:25 - 54:46)

The fear of getting it wrong, they want to control it because they know it goes right when they do it and passing it over to someone else is more headache than it's worth in their view. And she keeps on saying, well, I'll just do it. And then she's doing stuff in the evenings, the weekends and I kind of want her to stop that because that's not the way I want her to approach it.

[Daniel Hill] (54:46 - 55:29)

Yeah, and I suppose that is a valid concern that he or she has got is because you can understand why someone doesn't want to give it to somebody else and you probably want to have the conversation about do they want to stay in that role? Because you've got workers, managers and directors. You know, we talked about low, medium, high, doing the work which is not leveraged at all.

You're literally on the tools. Management is leveraged where you're probably doing some work yourself but you've also got a couple of people around you doing other tasks and then being the high value, the strategy, the development, the directive and the decision. That's the ultimate high value.

Probably worth having a conversation with them. Do they want to be a worker or do they want to be a manager?

[Speaker 6] (55:29 - 55:31)

Because like... Worker, she wants to be a worker.

[Daniel Hill] (55:32 - 56:36)

Yeah, in which case then maybe you don't. Maybe you leave them in their space of competence. Some people don't want to have, in fact, a lot of the people that I've progressed, some of which are in this room, have said, you know, I really don't want to delegate stuff.

I'd rather do it myself. I don't trust other people doing it. And that's great because it gives them control of their own output and performance.

The problem is, it's a glass ceiling that they can't go above because the next step above working is managing. And if you can't manage, you know, it's not going to work. So I don't necessarily think you need to force them to do it.

You just need to make them realise that if they want to stay in that work, either you need to delegate some of their work elsewhere and that's where you normally get a split of, say like a EA and a PA model. When your PA is at capacity, normally you'll make them an EA and then you'll get a PA to work underneath them. And the PA does the ordering, the trains, the email, and the EA does the PDP report, you know, the dashboards, the data, the reporting and stuff like that.

So if they really don't want to have someone under them, you could probably split the role, but they would need to be managed by somebody else, either you or you'd find somewhere else in the group to put them. Does that make sense?

[Speaker 6] (56:36 - 56:37)

Yeah, thanks.

[Daniel Hill] (56:37 - 56:38)

Cool. Very good.

[Josh Keegan] (56:38 - 56:50)

We have Mr Pat Harpas. Mr Harpas, back to me please. Thank you very much.

Who also won an award at the Landlord Investor Show, but I didn't mention it earlier.

[Speaker 13] (56:50 - 56:52)

So let's give a huge round of applause. Thank you.

[Speaker 7] (56:55 - 57:02)

Cheers. Yeah, it was the local YM, Liverpool one. It was, yeah, but thank you.

Cheers. It's an award, congratulations.

[Speaker 10] (57:02 - 57:02)

Yeah, yeah, cheers.

[Speaker 7] (57:03 - 57:29)

And yeah, hi Dan. Yeah, so got a property sourcing company in Liverpool, bit of background, we're in a growth phase. And my question was about my next hire, but I spoke to Josh in New Mesh at lunch and general consensus is get a world-class like South African one for the same price as maybe a not so good one from the UK.

So quite happy with that. So I was wondering if we could just kind of like, let you know what my business objectives were to get some feedback.

[Speaker 20] (57:29 - 57:30)

Yeah, absolutely.

[Speaker 7] (57:30 - 57:46)

Yeah, yeah, great, yeah. So first one, obviously make that hire that we just spoke about. Second one is regarding marketing and SEO, bring in the leads.

And the final one is to do with email marketing. So got the leads and then obviously kind of nurture them.

[Daniel Hill] (57:47 - 57:50)

Are these your three business professional objectives for next year?

[Speaker 7] (57:51 - 57:52)

Business objectives.

[Daniel Hill] (57:52 - 59:59)

Business objectives. So one thing that I would say is really good for all of you to tune into is you only have three professional objectives and three personal ones. And this applies to me as well.

Any opportunity you can do to consolidate them is really valuable. And it's one of the biggest bits of feedback I give to the board. They'll have like, one is increase cardio and the other one is to drop weight.

It's like, well, actually that's just one fitness goal. And if you've got generating leads and working the list, that really is just one objective. I would pull that together and focus on the outcome because if the outcome is either leads generated or increasing conversion rate or number of deals done, ultimately that's the objective.

It's like, what do you need to double down on? It's probably whatever you want to call it. Like you want to become a marketing machine, like the marketing, nail the marketing machine or something like that.

And in your head, what that means is by the time you get to end of winter, what was yours called a couple of years ago, Josh, about refining the funnel? We've had like world-class funnel. Yeah, I can't remember.

But yeah, it was like Josh had one, which was like, it was just really clear. It was like automated funnel or like, it was just really clear. What he wanted was a machine that generated leads, shortlisted them, put them in, booked them in for calls and then went through it.

So I would say the first one are making the recruit, absolutely. Equally, these objectives don't really start until sort of next year. So if you're making the recruit now, it would be something around the team or the performance.

Adam did a really good one last year, which worked well, which was A players only. And when you just stamp on the wall A players only, internally, it's really easy to draw a line over the people that stay and the people that go and the standards you set. So like having something like that, it's further reaching than just making a key recruit.

I think would be a bit of feedback. And then if the second is, one is team and performance, the second is marketing and lead generation. You could have marketing, lead generation and sales, or you could have marketing and marketing as one and sales as another.

But then you probably, because you're doing, you're doing the actual, you're just sourcing deals and selling them or you're delivering the projects as well.

[Speaker 7] (59:59 - 1:00:00)

Yeah, the whole thing, country.

[Daniel Hill] (1:00:01 - 1:01:17)

Yeah, so I'd probably have like sales and front end, which is lead gen and conversions. I'd then have the team, whatever that needs to be, which is like performance or stand, raise our standards or whatever's important to your team. Our team have one of our objectives next year for my investment company is world-class wins.

So it's world-class wins, speed, service and standards. And what it means is everything internally, how quick we respond, how quick we act. So speed, service internally and externally, how well we look after each other and our clients and standards, look at opportunities to increase our standards.

And then what I'd say is it'd be really worth, what you don't want to do is take you off the bull and you really want to have something somewhere that's looking after the quality and service of your product. So if you're doing portfolio building, ours was always on time, on budget. And like the whole team is focused with on time and on budget.

And that's not just being on site. That starts at the beginning. When you're doing the scheduling, you think the project is six weeks, budget eight weeks, because nobody's going to quibble with eight and deliver in six, but everyone's going to cry if you say six and deliver in six and one.

So do you know what I mean? Does that help?

[Speaker 7] (1:01:18 - 1:01:19)

Perfect, thank you.

[Daniel Hill] (1:01:19 - 1:01:38)

Cool. The aim of the game is to cover all bases. So it's like, if you look back to the strategy session training that Adam did last month, there's only really five things to go at, products, market and sales, operations, finance.

You look at your business and normally you've got one or two nailed. And then the other three are what the other three objectives should be. And then you've got everything covered.

Ben's just stolen the mic.

[Speaker 4] (1:01:39 - 1:01:41)

Thank you for letting me steal the mic.

[Speaker 19] (1:01:42 - 1:01:44)

You're welcome. So you didn't have much of a choice.

[Speaker 4] (1:01:44 - 1:01:45)

You go for it.

[Speaker 19] (1:01:45 - 1:01:46)

You enjoy yourself.

[Speaker 4] (1:01:46 - 1:01:46)

Stole it.

[Speaker 19] (1:01:47 - 1:01:47)

Yeah.

[Speaker 4] (1:01:48 - 1:03:17)

So if you don't hold it to your face. I'm Ben. I'm an ex, because I'm retired, communication strategist from Saatchi and Saatchi.

I think the bit that you've missed is the consumer. You might call them a tenant or whatever. If you know who your consumer is, you can design your entire business around that customer.

So if you're doing high end, if you're doing serviced accommodation, whatever you're doing, you can design it for them. So we have serviced accommodation in Covent Garden. We have umbrellas, bowler hats.

We have tube maps. It's London because our customers are from Europe and America. They want to be in London.

So we design it for them so it appeals to them. If you're doing accommodation for social housing, you want fairly basic but really robust properties. So whenever you're doing a strategy, always start with your customer.

You might call them a tenant. You might call them whatever. But start with the person that you're selling to and work backwards and design everything to appeal to them.

And then lastly, I would say, having worked in advertising for 25 years, I never sold a product. I only sold lifestyle. So whatever you're doing, sell the lifestyle.

Don't just sell the product.

[Daniel Hill] (1:03:17 - 1:06:12)

Yeah, absolutely. Yeah, very valid. Adam was talking about earlier with perfect packages and positioning and pricing.

All of that stuff comes into that. And in February, we'll set you up for the year around brand board and your sex appeal for the year, your sound bites, all of that stuff. And like Ben said, all of this wants to be built for the consumer.

And I think the biggest, if you sit in there and you're not where you want to be, and this time next year, you want to be there, the hardest thing to do is going to be, in some cases, making a big decision. And the majority of strategies, I actually wrote an article for YPN Magazine. I shared it with the board.

I think Adam might have shared it with, Adam and Josh might have shared it with their masterminds. If not, we'll get it sent around. We'll get it stuck on the Facebook group for you.

And in there, basically, what I was saying is like 99% of things you choose to do in business don't work. And when I speak to people who are doing different strategies, the reality is pretty much all of your strategies that you're doing now or you've done in the past will make you money. The economy is active.

Unemployment is low. There's plenty of people who want to do stuff. You only have to do a half-arsed job and you'll pay the bills, pay the mortgage.

What we're talking about is where's that one strategy in every hundred that really is low, it really is high margin. It's small team. It's easy money.

And they are like really, really hard to find. Most of you are probably just doing little variations of what you've always done. But if you were to stop and either reposition or even better in some cases, start something new, we're just doing a new strategy at the minute on these blocks.

We've actually bought another block since I shared with you last month. And I'll speak to Andy on the way home, but we might even have another block. If this block strategy comes through as well as I think it could, I shared with the board yesterday, I genuinely think it will be the best strategy for 2025.

Now, we haven't proven the concept yet and I'll share with you when I have. But if we do, we'll then double down, do as many as we can, as quick as we can and clean up because that's the new thing that nobody else knows, nobody else is doing, but it's as close to easy money and printing cash as you're going to get. And then that thing will come to an end and then you get off of it and you start something new.

But if you're looking at your strategy, like I say the board member last month who said to me, here's a new model I found. It ticks all of the boxes. You said this, this is how it works.

What do you think? I think I said, absolutely. I said within two or three years, you will be making a million pound a year profit with one employee.

That 100% works. And going into this final stretch of strategy, that would be my feedback to you is don't do what everyone else is doing. Don't do what you've always done.

Stop, take a breath and do what is going to work and the outcome I guarantee you will be inevitable. Next question.

[Speaker 12] (1:06:13 - 1:06:40)

Hi, Dan. Thanks. Off the back of your session last month, I run a direct to vendor off-market land sourcing company.

And I've got a couple of fairly long, slow things going through planning. And so taking that feedback, I'm looking to switch that to more commercial properties that can go through permitted development. I just wondered what you saw as the big opportunities in terms of what sorts of commercial buildings we should be looking for.

[Daniel Hill] (1:06:40 - 1:10:44)

Yeah, absolutely. So in last month's presentation, I think if not definitely at the super event, one of the things I said is where I think the serious money is, is buying sites that are so cheap, not only could you not build them for that price, but you could knock them down and sell the bricks and still not lose money. We've got four blocks of flats going through at the minute, 16, 16 and 14 apartments, 62 in total.

And we're paying like, I forget, I'll have to get the actual numbers up. But when I look at it, I just think I couldn't build this building for that. It's so cheap.

It just makes sense. And when you can find something like that with an equity angle, I think you're absolutely on the right track. And that really is where the money is.

If you look at all of the sites that I've done over the years, I've bought them so cheap, like Wycliffe Mill, I bought for 255,000 and it was 6,500 square foot and an operating business center. So you looked at it and just think that is crazy, crazy cheap. And I've got 20 apartments in there.

Now in the current market, I would definitely look to do the same. And if you look at, I don't know how experienced a developer you are, but if you've got experience, the biggest niche at the minute that a lot of people don't appreciate is earlier this year, class MA, which is basically the new commercial de resi. It's class E to C3.

And it was capped at 15,000 square foot. And what happened was over a period of B1 to C, basically since 2015, all the stock up to there and then capped to MA got cleaned up. But what happened is they removed it now.

So it's uncapped and it goes, it's unlimited. So if you go and look for E class sites that look good for conversion, I mean like office blocks with windows, the sort of buildings you just know would look good as a block of flats or some townhouses, that space of the market is still relatively untapped. So if you're confident with bigger deals, I would do those.

The other strategy, the second strategy, which I think is good if you want slightly smaller stuff is at the minute is fantastic deals on the high street. So I forget which class is that. I think it's A and AA or A and AB.

It's basically we get commercial at the bottom and then storage above. And basically you can develop all that into resi. You can have a little bit of commercial at the bottom, but the minute it's selling really cheap, nobody wants it and that commercial will come good.

And then the only final one would be another level above that is when I'm talking about easy money, if these sites deliver as well, well, if we complete on these deals, which at the minute, I don't see any reason why we won't, we will make between a million and two million pound in equity in the one deal, the one portfolio, and we're not even developing it. That's basically what you call asset management, where you buy something like we did Mancor House and you don't have to develop it. You don't have to spend two years on development finance.

You can just manage the asset and work it through. And we gave the valuation reports to the valuer last week, which basically says we're buying it below. So the average rent on the unit is 450 pounds per unit.

The LHA rate is 550 pound and the local agents, the average of the local agents said the rents would be 640. And when you put together a valuation report says we're buying it at 440. We asset manage the rents up to 600.

You run that over 62 units, increase the gross rent and run the same yield that we're buying it on. You literally create a million to 200 million pound out of thin air. And it's completely believable without the development.

So I would say if you want small development, go high street, big developments go class MA above 15,000 square foot. And if you want easy money, look for any asset management opportunity, whether it's HMOs and beds sits onto the supported living or like we are tired, rundown blocks of PRS apartments that don't work anymore and then moving them onto leases. That is really, really good money if you can make it work.

Fantastic. Thank you. Cool.

Pull your time for one more. If it's quick, shall we round up the quick one? Akash to finish.

Here we go.

[Speaker 8] (1:10:47 - 1:10:57)

Knowing what you know of the black box next year, one of my strategy for that would be probably ride the rocket. What way do you think, what impact do you have for me to scale that?

[Daniel Hill] (1:10:59 - 1:13:14)

Yeah, so my initial thought is there's a few things. One of the things that just rang so true for me when Adam was talking about these packages, like I said earlier, the less I work, the more I make, which is crazy. It's so true.

Also, the more you, which again, it will sound backwards until you do it. The more you charge, the less you have to work and the more you charge, the more people want to buy it. So when I say to people, I'll sell your business for you, it's no money up front, but it's seven and a half to 15% when we actually get the deal done and my minimum fee is 150 grand.

People are knocking down my door to do it because it's a no brainer offer and it's a premium price. So they have confidence. I would say one of the things you could do is rather than try and sell a thousand black boxes at five grand a piece, if you were to charge 50 grand a piece, but you only work with people who have net worth of 10 million, all of a sudden you can do a direct marketing campaign to St. James' marketing list and what you'll find is people will want to work, people who've got high net worth and loads of cash, all they want is somebody who really knows what they're talking about. I would do less clients, less sales, but just ramp the price up.

So the only person in that market and you might think, yeah, but that sounds scary. That's the whole reason you do it. Take the board as an example.

The board every year gets more and more expensive and it just gets more and more in demand because it's that perceived value of being at the top, whereas the rest of the market are running around trying to sell 500 pound a month mentoring. It's like there's a degree of, as long as you can deliver and you can add value, I'd say that would be one thing is increase the price and reduce the market and target the lead gen. My initial thought would be that would be the quick win.

If you wanted to stay at where you are, I would, as always, the way to multiply is partnerships. Building your own list is going to take forever. You want to go to people like property entrepreneur, pin, progressive, whoever, who've got big audiences of wealthy people who want what you've got and then do a partnership where you pay them tens of thousands of pounds a month for a year for the leads and you just stand up, do your thing and you don't have to worry about sales and market.

[Speaker 8] (1:13:15 - 1:13:15)

Thank you very much.

[Daniel Hill] (1:13:16 - 1:14:03)

Cool. Does that help, ladies and gents? Yes.

Excellent. Well, best of luck for your closing season of strategy. And genuinely, my final sentiments are you want to go for the easy money.

I know it sounds, I just hope you get the message of what I'm saying. One person, one employee making a million pound a year within two years is easy, parts on hours is easy money. And the second thing is just keep it simple.

When you're doing your tangible targets, your objectives, just make it your PVPs for your team. The hardest thing is to keep it simple. If you get it simple, everyone understands it.

Everyone actually puts it into action and you will actually get the results this time in, you know, when we're standing here this time in 10 months. So best of luck. I'll see you at the next workshop.

Thank you very much. Thank you.

[Josh Keegan] (1:14:13 - 1:14:16)

Enjoy that, ladies and gents? Yeah. Good.

Who's going to listen?

[Speaker 13] (1:14:16 - 1:14:17)

Yeah.

[Josh Keegan] (1:14:17 - 1:22:10)

You're actually going to listen? I have. Yeah?

You're going to listen? I did last month. Good, good, good.

Yeah, he listens. Makes you depressed, doesn't it, for a whole month? Yeah, you've got to listen.

You've got to do this stuff. And honestly, like we tell you the things to do. Dan's told you the things to do.

He's told you what to do. The easy money. These are the strategies you want to use.

These are the things you want to put in place. And like today's been a whole thing about, look, do a game of four quarters. Do your Sunday sanity.

These are all basic things. They're all simple things. And some people fall into the trap of thinking they're more advanced than these things.

But actually, they can do something more clever. Actually, they can go the distance faster. They can do developments even though Dan's told them not to.

But it took me a while. I used to, Dan used to tell you this stuff and I just used to do my own thing. When I actually started to listen and actually do what he said, which was like against my ego, against what I set out, it was difficult because I'd set on a trajectory and I had to pivot.

That is when I started to make good money. That's when I actually started to turn things around. That's when I got an assistant in my business.

That's when I just started to do the simple stuff and it had a fundamental, massive impact on my life. So just listen. Don't sit there and hear what he said.

Work out how you're going to put this into action and you've still got time to change the trajectory of 2025. So we all know the big day's coming and that is our strategy day. Big, big day.

This is where it all comes together. Three months of hard work, three months of cave time to actually deliver a clear and concise 10-minute presentation to your peer group. Who doesn't think this is a highly, highly valuable exercise?

Good, well done. So that means everybody thinks this is a highly, highly valuable exercise, which means everybody is going to be here and ready to present our strategy day presentations. Is anyone not going to present?

Amazing, this is great, cool. So everyone's basically said that they are presenting. That's absolutely brilliant.

So you all need to be here and you all need to be presenting. I'm going to take you to the brief now about how you can smash your strategy day presentations. I'm going to take you through the whole thing.

We're all ready? All good? Now this is not your first rodeo so you know what you're doing here and there's no major changes but just a few points to note.

So we're going to do our strategy day presentations and these are the slides you may have. So the first slide is likely going to be your metrics. So we've got your wealth, your health, and your life by design.

Wealth being your financial independence number, what percentage of your financial fortress covers your living expenses. Remember you can do the scorecard, you can work it out yourself. You've got your health, which is your metabolic age, which in your blue crests are going to give you an age, you can display that.

And then finally your life by design is the life by design scorecard. So how have you actually scored on your life by design scorecard? Now some of these might be personal.

We'd advise and we'd want you to put them in or at least know them but if you don't want to share them for whatever reason then you can leave them out but we'd suggest you bring these at as a starting point to say this is where I'm at now. For those of you that have been doing advanced for a couple of years and this is your second year where we've got these metrics you can display last year's and this year's. So it'd be really cool to see where you are, where you are now so you can see some progress and that's going to set the scene for what you do for the year ahead.

And I think about why we do these things because it takes the subjectivity out of stuff. It becomes very objective like did I achieve more in my financial fortress? Well yeah, I've gone from 77% to 87%.

Did my life by design get better? Yeah, I've gone from 56% to 76%. So that's what this is all about.

Take the benchmark of where you are now. Then you've got your rate your business now. So this is a new slide based on the rate your business scorecard.

You're going to get given all these slides. What you want to do is actually put your overall score in that you got from taking the scorecard and then put the different departmental scores in there as well. So this is all going to set the scene as to where you are now on your journey because hopefully these metrics have had an impact on your strategy for the year ahead.

Then you're going to have your long game. So what is your five-year plan? What is your long game?

You can do what Adam does, that nice grid with all those different pictures in there as well showing what your plan is for the next five years. You're then going to have your year off which we all know what that is, the chapter of the book of your next year in your life. Then under that, you're going to have your three personal objectives.

So the three personal things you want to achieve, your three professional objectives. And for example, they'll look something like this. So you're going to have objectives, you're going to have an image behind the objectives ideally and you're going to have a tangible target for each of those objectives.

Now, ChatGPC is amazing. Type in, it'll produce these images for you. Mid-journey, I believe.

You use AI to produce these. Everyone on the programme is just putting all their stuff into AI and get these amazing posters and these amazing images. So don't feel like you've got to do heavy lifting.

Type in ChatGPC, turn this objective into a picture and display the objective over the top in this target and you get a nice image. Copy and paste it in. Very, very simple.

Everyone know what ChatGPC is? Good, good. You've not been living under a rock.

Great. Get this populated, make it look nice. And then you're going to do your headline strategy.

This is the strategy for your business, the destination in your sat-nav. Very clear and concise. This is where we're going.

This is the top of the mountain for the business. Underneath that, you're going to have your three supporting objectives. Once again, we know what these are, the objectives.

And within them, we should have targets for each and every one. So one of them might be, find my flow. And that could be, I'm only going to do...

70% of my time is going to be business development work. One that could be world-class marketing funnel. And the objective could be, set up and automate my world-class marketing funnel.

Whatever it may be for you. Then we've got this. Now, this is optional.

Some of these next slides are now optional. You've got your wealth hierarchy. So that might be something you want to focus on this year.

And you might want to include that. You've got your distribution of time. Once again, an optional one.

But this might be something you want to add in there for this year. Because you want to talk about your time focus. It's a big part of your year.

And then another optional one will be, challenge, adventure, and experience. So what's your challenge for this year? What's your adventure for this year?

And what's your experience? Once again, these are options. You don't have to do these.

These are parts of the methodology that if you want to, you can talk about these things. And then finally, the reward. This is not optional.

People think this is optional. But it's not. You need to reward yourself at the end of the year.

What are you going to celebrate with when you get all this stuff done? Please, please, please make sure you have this slide. It's really important.

We do way too much. And we don't treat ourselves after we've worked too hard. So what is your reward actually going to be for the year?

It gets specific. Don't say, I might do a family holiday. Or I might do this.

I might buy this car. We see that way too much. And then it gets to the end of the year.

They don't buy the car. No, I'm going to buy this Audi. I'll put down my deposit.

It's going to pick it up in September, wherever it's going to be. Put your reward into the slide that can be very, very specific. And ideally, you want to have stood on stage at your end of year where you actually booked and paid for whatever is the reward that you set yourself.

Then you can have a thank you side if you're grateful for people for listening. If you're not, you don't have to. So the way this is going to work is you guys are going to actually present these the day before.

Last year, this was an incredible success. So rather than taking up too much time in the actual workshop, doing a roundtable presentation so you guys get more content, you're going to present them on Zoom on the day before the workshop. So the workshop is on a Thursday.

So it's going to be the Wednesday before the workshop. Between 9.30 and 11.30, you're going to come on. You're going to be put into groups.

You're going to present into breakout rooms. And then we're going to vote for the finalists in each breakout room. Then the next day, we're going to announce the finalists.

And they'll know they're going to come on stage at the end of the day on the Thursday. Okay. So the date for this is Wednesday, the 8th of January at 9.30 to 11.30. I think you've been told about this multiple times. You probably had about 60 calendar invites. It is in there. So you need to make sure they're in there and you are ready for that date.

Does anyone have any questions? Yeah, of course.

[Speaker 8] (1:22:11 - 1:22:14)

I know I've done this before, but looking at that again...

[Josh Keegan] (1:22:14 - 1:22:16)

Eight times, eight, nine times. Yeah, yeah.

[Speaker 8] (1:22:16 - 1:22:19)

What's the difference between professional objectives and supporting objectives?

[Josh Keegan] (1:22:20 - 1:22:38)

Okay, really good question. So your year of is the chapter in your book of life. And within your year of, you're going to have personal objectives and professional objectives which fit underneath that chapter.

So your year of might be... What is your year of? Chaos to Khan.

Chaos to Khan. Brilliant. And that's in personal life and business life.

[Speaker 8] (1:22:39 - 1:22:40)

Just personal.

[Josh Keegan] (1:22:41 - 1:22:44)

That's your year of? But that's the overarching theme, personal?

[Speaker 8] (1:22:45 - 1:22:45)

Personal, correct.

[Josh Keegan] (1:22:45 - 1:22:49)

Perfect. Is there some business elements of that as well? Do you want the business to calm down?

[Speaker 8] (1:22:49 - 1:22:49)

No.

[Josh Keegan] (1:22:50 - 1:22:50)

Okay.

[Speaker 8] (1:22:50 - 1:22:51)

Business is the opposite.

[Josh Keegan] (1:22:52 - 1:22:54)

Okay. You might need to look at that. It's basically...

[Speaker 8] (1:22:58 - 1:23:06)

No, so what it is, is the business will be ride the rocket. Personal is chaos to Khan. I need the calm at home to be able to perform in the business.

[Josh Keegan] (1:23:07 - 1:24:07)

Okay. All right. So ideally, the way this would work is you have your year of, which is basically like...

It could be year of... Mine this year is year of the highlight reel. My personal objectives are basically challenge and adventure.

So personal challenges, personal adventure. Create my dream home, et cetera. So it's like all around creating a highlight reel of me and my family and a couple of goals, like taking my time away.

Then in the businesses, my professional goals and then all around making it my best year on record for me in the businesses as well. So it all kind of fits, it's all very congruent. And that's basically to do with my professional development.

So you want to make sure that fits with your year of ideally. So professional fits with year of? The whole thing should fit together, yeah.

They shouldn't be totally... But if your year is your... The floor is yours, it's chaos to calm.

To me, it just sounds like you might not actually achieve that because your business is going to create chaos. So it's like, it doesn't really fit.

[Speaker 8] (1:24:07 - 1:24:27)

Yeah. So what it is, I understand... So chaos to calm is...

Chaos to calm is the year of, and I've got the personal objectives that fit underneath and help me achieve that. Then you've got the headline strategy, which is a business and the free supporting objectives that help me achieve that, right? So that's those two blocks I understand.

So now, again, where does the professional objectives fit in? Which block does that fit into?

[Josh Keegan] (1:24:27 - 1:25:28)

So basically, you've got your year of. Underneath your year of, you have your personal and professional objectives that should fit under that year of, which is why it's going to be a weird one because you're basically saying chaos to calm. Then it sounds like your professional objectives aren't chaos to calm at all.

So that's why it just sounds a bit incongruent. If you imagine, it's like you've written a title, you've written a chapter title in your book, chaos to calm. And so all of your objectives should be able to fit into that, into that copy, in that text.

And you wouldn't expect to see anything about riding the rocket or anything about going nuts in the business underneath that chapter, would you? So it doesn't sound quite congruent. So it might be something to work on.

I'm not saying you can't do what you're going to do, but it just needs to work on it. You just need to be realistic. Are you actually going to be able to create calm at home with the amount of chaos in the business?

So it's something to look at. And what are you actually trying to achieve? And does this actually achieve it?

And so then your professional objectives might be... So for example, my professional objectives are going to be... I've got the highlight reel.

And then it's things like... I've literally had a blank.

[Adam Goff] (1:25:32 - 1:26:26)

FYM. So when you're doing your headline strategy, your supporting objectives will be PMSOF. That's that easy, right?

What Josh is actually eloquently putting is that the professional objectives should fit into your year of because it just needs to all fit together, right? So if you are having chaos... Chaos to calm may actually just be one personal objective.

It may not actually be your year of. It might just be part of it. Equally, professional objectives around that would be around delegate to elevate, top of the task triangle.

Because your business can go crazy, but do you want to go crazy? No, you want to be leveraged. So your professional objectives in chaos to calm might be like delegate to elevate, leverage.

Because you actually want a calm, clear mind. You want a clear desk. You still want to make tons of money and grow, but you want other people to do it.

[Josh Keegan] (1:26:26 - 1:26:37)

Yeah, spot on. So it should be congruent. And then, yeah, your headline is then, right, we're going to ride the rocket in the business.

What are the objectives that are going to support riding the rocket within the business, the supporting objectives?

[Speaker 10] (1:26:38 - 1:27:12)

Quick explanation for it. The headline strategy is for your team and for the business. Your year of, you in business, are you going to turn up on time to every meeting, personally, professionally?

Are you going to be prepared for every meeting? Are you going to do personal development plans for all your team members? What are you going to do in the business that's for you, personally, that isn't in the headline strategy?

Because you turning up on time to a meeting in a headline strategy, that's not good for your team unless you want everyone to turn up on time because they aren't doing it at the moment.

[Josh Keegan] (1:27:12 - 1:28:00)

Well said, Richie. Richie is basically the unofficial mentor and mastermind, by the way, when I don't know the answer, he just basically steps in. That's great.

Thank you, Richie. Clear, Akash? Yeah, thank you.

Cool. So let's just maybe go back and just check it all fits together. Yeah, cool.

So this is going to be done on Zoom. Make sure it's in your diary. Make sure you're nicely prepped.

If you can, get this done before the Christmas break. Get yourself some feedback so you can chill and relax. Don't be swerving around the corner, waking up early on the Wednesday the 8th and having this done.

This is your homework then. So complete your strategy day presentation deck. Practice your strategy day presentation.

We recommend you do this five times and record one of them and then order an affirmation board as well. So you've got your affirmation board done and dusted. Yes, Neeraj?

Can we get a mic? Is it quick? Is it quick?

Go on. I'll repeat it.

[Speaker 5] (1:28:03 - 1:28:06)

You might have already said it, but it's a 10-minute limit.

[Josh Keegan] (1:28:06 - 1:28:08)

10-minute time limit, yeah. Yeah, 10-minute time limit.

[Speaker 18] (1:28:09 - 1:28:15)

Sorry, Josh. And you've then seen there, film yourself. Are we playing a recording or are we doing it live?

[Josh Keegan] (1:28:15 - 1:29:46)

Okay, this is like Speaker Academy. What we do is like, if you want to get better at speaking, you want to nail it, if you record yourself doing it and then watch it back, it's an amazing way to improve your speaking. Yeah, that makes sense?

Cool. And it also helps your time keeping as well. Affirmation boards.

I've now got about six of these and I'm creating a wall in my office with all of the affirmation boards and they're literally one of those things, you can't go back and get one of these. But right now, when you're in this boat, where you're in a place where you're really clear on your objectives for the year, you're clear on what you want to do, you're clear on your year off, I'd highly recommend you get one of these because if you've got this right, and hopefully you have, then you will have fond memories of this year forever. And this is one of those things that you can look back at in four years' time and remember how far you've come, what an amazing year that was.

So get one of these and get it put on your office wall and start collecting these boards. Order by the 11th of December to get it in time for the January workshop. Now, if you are not ready and you're like, well, I can but I'm not ready, then you can order a bit later, you just won't get it to a later workshop.

But ideally, if you are ready, hold yourself accountable to get it done by the 11th of December so you can get that for the January workshop. And the cost is £36 plus VAT. And I believe you should have a link to it or it's on the website.

You'll get sent a link. Oh, I couldn't see you because there's a big bright light going. I was looking for you.

All right, nice. It's in the workbook. Game changer planning session.

So I believe Shivya is doing this with you and this is on the 30th of December. Okay, what's up?

[Speaker 11] (1:29:47 - 1:29:49)

It's the way you said 30th, it sounded like you said 30th.

[Josh Keegan] (1:29:49 - 1:30:59)

Oh, don't worry, we're all good. We're all good. Hi.

Hi, Kate. You should take some of Gant's energy drink. Right, so 30th of December.

I'm so sorry, Kate, about the date, but it's the 30th of December and it's at 10 a.m. So in the book, it says 8 a.m. We've actually changed it because we think that most of you might not want to get up, Kate certainly doesn't, at 8 a.m. for us. It's actually at 10 a.m. in the morning. And this is going to be one of the game changer planning sessions where you're basically going to plan out your game changers for the month ahead hosted by my good friend, Mr. Shiv Haria. So if you want to make the most of your Game of Four Quarters, you want to get G'd up for the year ahead. It's going to be in that little gap where Christmas is kind of done. You're kind of getting ready for the new year.

You may be a bit bored. You want to start thinking about work again. It's going to be a great way to dip your toe and get yourself pumped and get yourself into a place where you can hit the ground running when you come back in January.

And of course, you've got your Game of Four Quarters workbook. Remember to get your monthly game changers planned out and posted into the Facebook group for January before we get started. What's this, Adam?

Look at this. Oh, my apologies.

[Speaker 11] (1:31:04 - 1:31:09)

Oh, sorry. We're going to start with the game changer scorecard again from next month. Oh, right.

[Speaker 19] (1:31:09 - 1:31:09)

Oh, great.

[Speaker 11] (1:31:09 - 1:31:22)

At the start of the workshop, we're going to ask you how many game changers you have completed for the month. And then we'll show you a scoreboard at the end and you can win an award at the end of the year like Umesh had last year.

[Speaker 14] (1:31:22 - 1:31:23)

And Ritchie.

[Speaker 11] (1:31:23 - 1:31:25)

And Ritchie. Ritchie and Umesh. Sorry, Ritchie and Umesh.

[Josh Keegan] (1:31:25 - 1:31:35)

Why has Ritchie not got a nice picture up here? I don't know, Josh. Oh, there we go.

There we go. It's a low blow.

[Speaker 14] (1:31:35 - 1:31:36)

It's harsh, but it's true.

[Josh Keegan] (1:31:36 - 1:38:08)

Yeah. So if you want to get featured on here like Umesh does at the end of the year, be an Adams mastermind and do Game of Four Quarters, then this is what you can aspire to. So yeah, it's all a game.

It's all good fun. And Umesh, like honestly, this guy and Ritchie, both of these guys absolutely kill it. Like the productivity, the way they operate out, the way they execute, the way they go from year to year and the way they develop is phenomenal.

And that's all coming down to the fact that they plan out their quarter. They plan out their game changes and they just execute and deliver. So it's not just about winning the prize.

That's an amazing achievement. But it's just taking part and actually pushing yourself to do more than you normally would. Your homework.

We've taken you through all of the homework throughout the day. So hopefully you're clear on that. If you're not, feel free to ask any questions, but it's all in the back of your workbook.

Has anyone got any questions? No? All good?

Cool. Book Club. So we've got some great content for you to consume over December.

We've got some podcasts. We've got the 10 Layers of Wealth podcast, if you've not already checked that one out, episode 125. You've got Matthew Walker, Why We Sleep.

You can read the book or you can listen to some podcast episodes. He's on lots of podcasts. Check him out.

He's absolutely awesome. I think some of you would have already. You've got Mo Gowdat, so the happiness expert.

He is on Diary of a CEO, episode number 101. And then the book of the month is Buy Back Your Time. I shared that with you earlier.

Without a doubt, one of the best books I've probably ever read from a perspective of actionable strategies that you can take and put into your business today that will just save you time and actually get you to think about your time differently. For those of you who want to raise your rate next year, for those of you that actually want to increase your hourly rate, it's a phenomenal book. I'd really think about ordering that fast because it sells on Amazon very, very quickly.

It's very, very rarely available, so hopefully you can grab yourself a copy. Your 28-day challenge for the month ahead, guess what it is? Time track.

Yeah, time track. When you sit down for your Christmas dinner, you can put your time tracker on and go, how long is it going to take me to consume all of this? How long is it going to take me to light the fire, get everyone nice and warm?

When you're working, we want you to start time tracking. Time, as we shared, is the only thing that you don't get back. It's the only finite resource we actually have.

We worry about money. We worry about assets. We worry about all these different things.

We worry about sales, but in reality, it's time. That's the only thing that we can't get back, so we need to make sure we start tracking our time. Just the act of tracking, and I really mean this, so don't get so caught up in what Adam does, where he audits his time, what Dan Martell does, audits your time.

Just the act of tracking makes you conscious with your time. It's like if you want to lose weight, start tracking your food. You will stop putting donuts into your mouth, I guarantee.

So just track your time. Just trust us. This is one of those things that Dan told me to do for years and years and years.

It took me like three years to do it. I finally did it, and now I would never dream of not tracking my time. I can't believe people don't.

So you need to make sure you start tracking your time. Download Clockify, download Toggle, whatever it is you want to use. Use a pen and paper if you want to and start tracking your time, because this is going to be the key to raising your rate.

Who is not going to track their time? I love this. It's a bit of a trick, isn't it?

Yeah, everyone on board? Yeah. Everyone on board?

Valerie, I didn't hear you on this one. Quite quiet. Yeah, you are.

You're good. Good. So, midweek mentoring.

The first midweek, because of the Christmas break, the first midweek mentoring was actually yesterday. So you can catch the recording about the winter hit list, so go and check that out. Katie Harvey delivered an amazing session on the winter hit list.

On the 11th of December, we have Rachel Davis taking, Rachel's on virtual there. Give us a wave, Rachel. There she is.

She's got the glamorous, the glorious Rachel Davis is going to take you through your strategy day presentations and how to smash these out of the park. So if I went a bit too quickly or you want more meat on the bones and you want some behind the scenes, someone that's done this countless times, I don't know how many years Rachel's been doing this, four or five years, then you want to tune into that session to get some top tips about how to perform really well, how to present really well to your peers and how to have a chance of making it up on stage. And then finally, mid-month mentoring.

Mid-month mentoring this month on the 18th of December, just before Christmas, is with Mr Shiv Haria. So if you want to get in the festive spirit, if you want to have a lot, a big smile on your face, but also want to get some incredible mentoring, tune into that session with Shiv on the 18th of December. Book your slots.

You've got the QR code in the workbook and make sure you book that because that will go nice and quickly. A reminder, Profits Entrepreneur Programme is all about the blueprint. Profits Entrepreneur Advance is all about execution.

So we spend less time on the blueprint. However, it doesn't mean that the blueprint is not absolutely vital to the success of your businesses this year. You can't just set and forget.

So you need to make sure if you're not clear on anything we've discussed today, that you check out the blueprints from the programme. Go and watch them, go and tune into them, take some notes, revisit your notes from the year you did it. And there's three sessions that are on the vault for you to check out.

The first is the wealth hierarchy, which is like absolutely banging. Adam's leveled it up massively in the session we did on Tuesday. The second is the winter hit list, which I delivered.

So obviously it's like, it's next level as a session. And the third is target time, which is actually a brand new, like it's once again, it's just basically rewritten. So it's content a lot of you won't have actually seen.

You've had the concepts, but I'd really recommend checking out because if you're struggling to put tangible targets on your objectives, you need to listen to that session. Remember to check out the new members only black book on the vault. So you find out who, where everyone is, what everybody does.

Your buddy up. So if you've not opted out of buddy up, that means you are in for buddy up over the Christmas break. You should all know who you're buddied with.

If you do not know who you're buddy with, go and ask Bianca or check out the WhatsApp group and just make sure before you leave today, you get this sorted. So you've exchanged numbers, you've agreed your essay, agreed the protocol over the Christmas break, whether you're going to check in on Christmas day or not, probably not, but just agree how it's all going to work with you over till the January period. I'm going to ask you guys, if everyone could stop packing away, please, because it's not the end of the day.

Thank you. I'm going to ask you guys to get your phones out and give us a bit of a rating and give us some qualitative feedback. This takes two minutes and actually not everyone seems to do it.

So I don't know what you guys are all doing when you get your phones out at this point, but we want feedback. If you want to make this...

[Speaker 11] (1:38:08 - 1:38:09)

Josh, can I interrupt you?

[Josh Keegan] (1:38:09 - 1:38:10)

Yeah.

[Speaker 11] (1:38:10 - 1:38:15)

That will come in just a few minutes. So if you want to do the book first and then, yeah.

[Josh Keegan] (1:38:15 - 1:40:34)

The book? No one knows what... It's not a book, it's not.

Oh my goodness. I'm so, so disappointed. So disappointed.

All right, we'll do a few bits first before you open your box of Maltesers. Who knows what it is? So remember, we're doing drinks in the bar till five o'clock so the bar will open up, have a drink, do a bit of networking, stay around for a little bit, enjoy some festivities.

Your net worth is your net worth and it really is. So there's people in this room that are going to buy from you, they're going to collaborate with you, they're going to JV with you, make the most of this room. They might just give you some great advice.

Your present, which you have no idea what it could possibly be, is now time to be opened. So ladies, let's open our presents. See what I did there?

All right, guys. Good gift, we like it? See what I did there about?

Yeah, good, good, good, good. This is, I wasn't actually joking when I said that it's really hard to get. These are really hard to get.

It's been really painful and you got the hardback copy as well, which is, yeah, it's amazing. This is going to be your Bible for the next year. So huge thank you to Adam and Bianca for pulling this together.

Ladies, let's give a huge round of applause. Thank you. Well done.

Are we good on feedback, Bianca? Okay, well. So we need to find out who, this is the bit we've all really been waiting for.

This is why you're sitting, this is why you're sitting here, you're not practically back. We need to find out who gets this shirt. And I don't actually really want to give it away, to be honest.

I'm actually a bit gutted that I'm going to have to get. Yeah, it needs to be, doesn't it? Like Antony's paid big bucks for it.

So let's find out. No, no, they can't have yours. You would, they need to pay a lot more to have yours.

You wouldn't give yours away. Chris, who is the winner of my sweaty shirt?

[Speaker 14] (1:40:36 - 1:40:40)

Someone get a microphone over there.

[Speaker 17] (1:40:42 - 1:40:47)

Right, so all I've got is the eBay name. So the winner is £39.

[Josh Keegan] (1:40:47 - 1:40:49)

Oh, there we go.

[Speaker 17] (1:40:49 - 1:40:51)

And it's G-H-U-K.

[Speaker 13] (1:41:13 - 1:41:30)

I'm going to have to hold my mic here.

[Josh Keegan] (1:41:30 - 1:42:48)

Right. Well done, Grant. I'll match Grant's donation to get everything back as well.

So it's a nice little venture. Well done, guys. Thank you.

Thank you for bidding. Antony, you owe Grant something as well for taking you out of the top spot, I think. You owe him something.

Okay, so now we get the feedback. Come on, guys. This is some pretty good stuff.

I've literally taken the shirt off my own back. So we're going to put some music on. Two minutes.

Give me some feedback. Make sure you put your phones down when you're done, please. Thank you.

I believe it's on. Is it WhatsApp or text, Bianca? It's still coming.

All right. Okay, well, let's... Well done.

[Speaker 13] (1:42:48 - 1:42:49)

Got it.

[Josh Keegan] (1:42:50 - 1:47:20)

Skin of our teeth, well done. Put your phone down when you're finished, please, team. But take your time.

Please put your phone down when you're finished. Just avoid talking, please, team. Just wait till everyone's done, please.

Just wait till everyone's done. Only a few more seconds. Quiet, guys.

Quiet. Cool, it looks like we're getting there. If you need a few more seconds, just feel free to finish up and stay on your phone until we are done.

We're going to open the bar up in a minute or two. But just before we finish, I want to say thank you so much. It's been like, yeah, it's been an absolutely awesome day.

Today was all about getting strategic. Really think about next year. And we all want you to have your, like, literally your best year on record.

A lot of the blueprints and the models and everything that's been shared with you today, if you take an execute or when you take an execute, they will have a profound impact on your business, on your life and everything you do over 2025. So absolutely best of luck. Make the last few weeks of the year absolutely count.

Blitz for Christmas. Get everything done. Sort your game changes up for December.

Finish on absolute high. And then, of course, have the most wonderful and well-deserved break with your families and friends over the Christmas period. It's been a good 2024, hasn't it?

Ladies and gents, let's finish on a huge round of applause. Thank you.