**PEP Session 1 - 04.03.2025\_Transcription**

[Speaker 4] (0:16 - 4:46)

Let's live it up and do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it, do it I don't want it to stop, you know you make me shiver Yeah, you got me singing like, ooh, I love it when you do it like that When you close up, give me the shivers Oh, baby, you wanna dance till the sunlight cracks When they say the party's over, then we'll bring it right back on Yeah, you got me singing like, ooh, I love it when you do it like that When you close up, give me the shivers Oh, baby, you wanna dance till the sunlight cracks When they say the party's over, then we'll bring it right back

[Rachel Davies] (4:46 - 4:50)

Ladies and gentlemen, we're live on stage in three-and-a-half minutes' time. Take your seats.

[Speaker 5] (4:50 - 5:20)

Don't make a sound, 2 a.m., love, gotta keep it down Don't wait around for a signal now, give me some verb, I ain't talking now You wanna ride in a six, you wanna down in a six But when I lean for the kiss, you said I'd probably send you some bits And I'm like, hell nah, been waiting too long Hell nah, I want that cruel love Hell nah, been waiting too long Hell nah, I want that cruel love

[Speaker 9] (5:20 - 5:30)

Ladies and gents, this is your two-minute warning. Grab yourselves a drink, finish your conversation. We're live on stage in two minutes' time.

Ladies and gents, take your seats.

[Speaker 5] (5:31 - 6:43)

Losing all my innocence, yeah, body on my Riding on my innocence, yeah, body on my Losing all my innocence, yeah, body on my Riding on my innocence, yeah, body on my Losing all my innocence, yeah, body on my Riding on my innocence, yeah, on my On my, on my, on my, on my Just hit the pedal, if things go wrong, it's just incidental My bad, never got the memo, that you never have fun while you're in the limo You wanna ride in a six, you wanna down in a six And I'm like, hell nah, been waiting too long Hell nah, I want that cruel love Hell nah, been waiting too long Hell nah, I want that cruel love

[Rachel Davies] (6:43 - 6:53)

Ladies and gents, this is your 30 second warning, finish up your conversation, sit down, we're live on stage in 30 seconds Body on my

[Speaker 5] (6:53 - 7:08)

Losing all my innocence, yeah, body on my Riding on my innocence, yeah, body on my Losing all my innocence, yeah, body on my Riding on my innocence, yeah, on my

[Speaker 10] (7:22 - 7:36)

Ladies and gentlemen, property entrepreneurs, please clap your hands and give a huge round of applause and welcome to the stage, Rachel Davies.

[Rachel Davies] (7:39 - 16:01)

Sit down everyone. Come on you rowdy bunch. What a hullabaloo this morning.

Yeah. As an in-house joke with Supper Club. Sorry about that.

Welcome back. It's lovely to see all your smiley faces. Hello virtual.

I'll wave to you in the camera. Nice to see you Katie. Nice to see everybody's smiley faces on the screen.

It's wonderful to see you all. It's a massive pleasure being back in the room and the weekend and the sun is shining. It's absolutely beautiful.

Spring is in the air, isn't it? And I just wanted to say that I've seen some really great shares in the Facebook community. So lots of you sharing your journey, telling us how you're doing, how your objectives are coming together.

And I just want you to keep that coming. It's really good to hear how everybody's doing and how everyone's getting on with their winter hit list. So keep the posts coming, really enjoying it.

So you know the drill when it comes to phones, switch phones off, put them away. There's ample time in the breaks to connect with your phone and to look at work again. Remember today is all about working on your business, not in it.

So please focus on the content, put the distractions away. So anyone else who's got their phones on right now, switch them off. It's get up and give back season.

So if we see anyone on their phones or their phones go off, it's a £20 fine towards the charity. So I've told you and warned you. So this morning, well, we celebrated International Women's Day, which is a day of celebration and activism for all women across the globe.

It's on the 8th of March this year and it's all about reducing the gap in gender equality. And it was an absolute pleasure to have the breakfast this morning. We were just warming up as we had to draw it to a close and it was such a fantastic session.

So there's some pictures from this morning's breakfast and the wonderful company I had, all the lovely ladies in the room that joined me, it was absolutely brilliant. But what I wanted to say was we talked about some of the challenges and the specific barriers to women. We talked about the differences between men and women and the role that we play as parents in helping educate our children on gender equality.

And it was an absolute pleasure to do that this morning. And the sign for International Women's Day this year is all about accelerating action because according to the World Economic Forum, we are not going to reach gender equality until five generations' time. And for many, that is just not soon enough.

So I want everyone to stand up for me, please. Everyone stand up. Bobby, it's a photo opportunity if you want it.

So we're going to do the sign for International Women's Day and we have to bring our men on the journey. It's all about inclusivity. So this is the sign for International Women's Day this year.

Now, if you've been working on your biceps lately, this is your time to shine. Yeah, your time to shine. So if you all can make the sign for International Women's Day, get Bobby to take a photo opportunity.

Thank you for doing that, guys. Come on, get your biceps out, girls and guys. It doesn't matter.

It doesn't matter. Whichever one is your best bicep, get it out. And this is the sign for International Women's Day.

Fantastic. Before you sit down, can the guys all sit down and the ladies stay standing, please. Yeah, all the ladies stand up for me.

Now, guys, for all the fabulous female entrepreneurs in the room, I want you to give them a massive round of applause. Think of your wives and daughters as well. Let's celebrate the females in the room.

And can everyone sit down apart from Sonia, who needs to stay standing up, because Sonia has just ran the Tokyo Marathon. So give her a massive round of applause. Well done to Sonia.

That is a sure easy achievement. So well done to you. And she can still stand, which is quite impressive.

So thank you for spending the time with me this morning. And thank you, guys, for celebrating the women in the room. That's marvellous.

So what have I been up to this winter? So one of the things I said on my supporting objectives was that I was going to become an asset factory this winter. So this winter, I've been working on a brochure for the new business.

I've been doing all the branding. I'm working on a scorecard with Scorecard App. And I'm also working with a funnel building consultancy.

They're going to help me build my first click funnel. So that's what I've been doing in the background. This is the first draft.

It was a really big job getting this brochure out the door. Has anyone else this winter done something really big that they've got out the door? Might be hiring someone.

It might be doing a brochure, whatever it might be. Anyone done some big projects? Don't be shy.

Yeah, a few of you have. I know you have. So it feels really good when you get it out of the way.

This is the first draft. Hopefully, this will be done in the next two weeks. And then that brochure will be done and dusted.

I talked about this in the Facebook community about automation. I've gone back through everything and every tool that we use. And I'm looking at workflows and better automation.

So I use Cognito. It's a form builder. And there's lots of automation in that that I actually wasn't using.

So we've been putting that into place this month, which has been really great. And then the other big thing I've been doing with my virtual assistant is actually handing off invoicing. So my husband's in cyber security.

So he's slightly paranoid. So I've been holding onto this for a while. But I've finally got him to agree that we need to hand the invoicing over to the virtual assistant.

So I set up a Wyse account. It cost me 45 pounds. Really easy to use Wyse if you ever want to open a business account with Wyse.

So the money will go from my trading account into my Wyse account. I'll get two payments a month and then she will make the payments. And over March, it's all set up now.

I'll be training her on exactly how I want to do that. To keep it safe, I am still using multi-factor authentication in an approval process. So you do need to think about security.

It is really important. But that's what I've been working on this month. So I'm really looking forward to getting that up and running in April because I have still been doing the invoicing, which is ridiculous.

Five years on Property Entrepreneur and we hold onto things, don't we? Because we don't want to let go. But this is the opportunity in winter to let go of things that are holding us back.

Winter hit list. This is my progress. I am on 50% from a winter hit list for the HMO business.

I think it's 51 and 50% on the new business. So I've actually got two winter hit lists running. I'm almost there.

Is anyone here on 60% or more of their winter hit list? Yeah, a few of you. Oh, look at Bianca.

I just want to say well done to you guys. That's amazing work. I'm almost there.

This is the final push. We've got four weeks left now. So you want to be thinking about reorganising, reprioritising your winter hit lists, making it more achievable.

If there's stuff on there that's in amber that you know you're just not going to get done, take it off and put it on the list for next year. So that's what you need to be doing now. It's very important that you start finishing the things that you've started.

So well done to those of you who are making masses of progress there. But let's get stuck into homework. You know how this works.

The first minute, I want you to reflect on how you've done this month. You might have had a challenging month. You might have had a good month.

In the second minute, share your wins and struggles on the winter hit list with your partner. And then in the third minute, I want you to let your partner share their wins and struggles. Declan, can you put some music on?

Three, two, one, off you go with your homework. Right, now it's time to tell your partner all about your wins and your struggles for this winter. So if you can chat to each other, tell how each other's got on once you've done your score.

[Speaker 9] (17:04 - 18:18)

Right, if you haven't already, swap over and talk to your partner. Get your partner to talk back. Right, if everyone can settle down now, please.

[Rachel Davies] (18:20 - 18:44)

I love this. Are we ready? Lovely to see everyone chatting to each other about how their month has gone.

Fantastic. Who would like to share their experiences on their homework and the challenges and the successes they've had this month? Who would like to share?

Danielle, excellent. Right, I am going to not throw this because it got me into trouble last time.

[Speaker 8] (18:47 - 19:10)

Good morning, everyone. I'm Danielle. I've been back in the trenches, I think, this month and I'm looking at that list going, I don't even know what the acid test is.

Josh, I don't think he heard you. So yeah, hands up. I've made some big changes but the rest of it, nothing, I'm afraid.

[Speaker 13] (19:11 - 19:12)

Yeah, yes, it's been a challenge.

[Speaker 8] (19:13 - 19:16)

The more I'm getting behind, the more I'm getting behind each month.

[Rachel Davies] (19:17 - 19:53)

Yeah. But I'm starting to understand why people go around the circuit more than once. Yes, that's true.

Yeah, because you can't do everything. We talked about this earlier, didn't we? You can't do everything in one year, but what you do need to do is identify the things that you do need to do this year.

So I think that's the thing with homework. If any of you feel behind, you're not probably behind, you just need to focus on the stuff that's important. Thank you for sharing that, Danielle.

That was really good. Does anyone else want to share their experiences of homework? Don't be shy, come on.

Go on, someone else or I'm going to start picking people. Brilliant.

[Speaker 6] (19:54 - 20:02)

A bit of a mixed bag for me this month. The winter hit list is going well.

[Rachel Davies] (20:03 - 20:03)

Yeah, it is, isn't it?

[Speaker 6] (20:04 - 20:20)

Some of the other stuff isn't. It's like trying to find the right balance. Zero and a few other bits and pieces are done, but generally it's just the prime time winter hit list is the focus.

And that's gone quite well, but the rest is a bit behind.

[Rachel Davies] (20:21 - 24:48)

Winter's hard, isn't it? Remember, we talked about this, hard winter, easy summer. It is hard, so it's hard to balance it all out, and you've only got a set amount of time, haven't you?

So these are the challenges. Thank you for sharing that. And that leads me on to prime time, actually.

So how do you get on with prime time this month? This is my prime time for February. Remember, I've been on advanced for five years, so and this is my sixth year around the track, so I've done 48 hours.

I'm getting really good at focusing now. I've found that this year I've really seen massive improvements on how I can just toggle on and get stuff done. I've really been shifting a lot out of the door, but that's my prime time.

So how have you got on? So how's everyone found prime time? Hands in the air if you found it easy.

Who finds it easy to focus? What, none of you? Rich is the only one, really?

Who here is thinking they're doing an okay job? Yeah, quite a few of you in the middle, and who's finding it really difficult? Yeah, quite a lot of you.

Yeah, and that's the reality, isn't it? You're trying to take on board all of these PE blueprints, but you're trying to put them into practice in the real world where things are a lot more challenging to do. And it can be really hard.

So thank you for all of those who posted in the community, told us how you're getting on with prime time. We really appreciate that. So that's fantastic.

Sunday sanity. Now, I've talked about this a number of times, but the reason we bring this up every month, the reason we bring it up is because it's absolutely fundamental to your success. The strategy that you set in January, you're not going to make it to the end of the year and have achieved that strategy if you don't set 10 high value things that are on your strategy, whether they be personal, professional, or supporting objectives.

You're not going to achieve them if you're not tackling them every week. That's how we get this done. Small steps leads to big changes, and that is the truth.

This is, I think, why Josh is so successful, because he's very good at breaking everything down into really small steps and just taking them off as he goes. That's what he's really, really good at. Some of us, we spend too much time feeling overwhelmed and not doing enough action, but it's the small steps that really matter, and that's what Sunday sanity is all about.

And for you, the accreditation, this is a great thing to put on your socials, on your website, on your e-signatures, all of those things. And the four things that we need to do, we've got a 10% margin of error. Get that the right way around.

We want you to post 90% of your Sunday sanity. Show us that you're doing your high-value tasks. Even if you're only doing 40% a week, that's 40% towards your strategy.

Some of you might be doing 60, 70, 80. Wherever you're at, you want to be doing those high-value tasks, setting them and trying to achieve them. Attending the 10 out of 12 workshops, submitting your presentation for both awards days, and then taking part in the community, or joining Get Up and Give Back.

These are the things that we think will really put you in the right position to have an absolutely fantastic year, because that's what's important. You having the best year on record and getting a lot of success from being on this programme. Because as you know, this programme is all about execution and action, isn't it?

We're not here to just teach you theory. We want you to put it into practice, and that's what it's all about. And I just wanted to say, this is the scoreboard for us tracking the accreditation and how well you're doing.

Look how green it is. I want you all to stand up. Come on, stand up everybody.

Because you have made an absolute massive effort this month to almost get a full house. We've almost got there. So I want you to just give yourselves all a pat on the back and a massive round of applause for almost achieving the full green.

I want you to feel good about this, because the key sentiment from me is just keep it up. Some of you are struggling with this. I know you are.

Some of you are forgetting, but some of you are struggling to do it. And I know how busy you are, but I just wanted you to say, it's the final push in March, final push, finishing our winter hit list, getting ready for the spring. What I want to ask you is, can you try and get us a full house?

Can you? Can you try and get me a full house? Good, because that's what I want you to do, because it's so important that we finish March on a high, get into Easter, have a break, know that we've worked really hard.

It's super, super important. Well done for all of your improvements and achievements in February. I just wanted you to feel good about it, because I want you to remember this.

I want you here in March, and I want us to be celebrating in April that we've achieved a full house on Sunday. Can you do it?

[Speaker 13] (24:49 - 24:49)

Yes.

[Rachel Davies] (24:49 - 39:35)

I said, can you do it? Yes. Fantastic.

Thank you for that. I just wanted to talk to you about the golden ticket VIP event in May and just give you an update on this. I just wanted to say, massive thank you to all of you who have referred, your friends, your family, your colleagues.

I wanted to give a massive shout out to three people who have given us the top referrals. That's Everdeen, Nina Baker and Niall Reynolds. Thank you very much for referring all of the people that you referred.

Just a massive shout out to Everdeen, because she actually got six people referred onto the VIP golden ticket event. That's absolutely fantastic. Can we give them a round of applause?

Thank you very much. Lots of applause this morning. Thank you very much.

Because of all of the referrals, the VIP event in May, which is by invitation only, has now sold out, which is absolutely fantastic. Thank you for all of you who actually did take the time to speak to your friends and colleagues and connections and get them to join that VIP event. That's fantastic.

Of course, it's a win for you, because if they attend the event, those of you who have made referrals, those people who attend the course, you will get two pieces of brand new high value content. One of them is called Rewire Your Brain, which is a new piece of content that's just been released recently. The other is Deals, Deals, Deals, which is usually only taught on the board.

You'll get both pieces of that content. You do something high value for us, and we do something high value for you. That's something that you get in return.

It is a great deal. I paid a lot more for my blueprint place. I'm sure some of you did as well.

It's been a great opportunity for your family and colleagues to get on board, because it's £15,000 worth of value for only under £1,000, so it's an absolutely fantastic package. The win for us on PE is because we get more people like you on the course. We want more like-minded people in the community.

This is a great example, isn't it, how you and Chris McDermott, he did a social housing leasing talk, and you did it on Zoom or Teams, and you were able to record it for everybody else. That's a really great example of how well this community works in practice. I've been in the community for five years, and I can't think of a single month that hasn't gone by when I've picked up the phone to someone on Advanced and asked them for some help in some way.

This is how valuable the community is. It's easy to forget this, but you get what you put in, and we want more people just like you who will provide support, help each other, do business with each other. That's what it's all about, so you are all fantastic people.

For those who missed out of your friends and family and colleagues who missed out on the opportunity for the VIP experience, all is not lost because we've got some golden tickets left. There are a few. Once they're gone, they're gone.

If you know some friends, family, and colleagues who are interested in coming to one of the events, they can put that golden ticket towards the next event, which is in July, but we've only got a limited few left now, so if you can think of anyone who you think might be interested in doing it, then please put them forward because they can attend that event and not pay the open market prices that we've got on the screen.

The way that they do that is they can purchase their golden ticket from Don't Talk to Tenants, and then they can use the code GOLDENTICKETS25 at the checkout and get that 80% massive discount and also bring a guest for free. You might want to take a photo of that if you're thinking of somebody, you've got somebody in mind because that's the QR code there, or they can register on VIP-PEB.com, and they can then get the golden ticket email to them, and then they also will get the webinar. The webinar that Adam and Dan did, just to introduce them to the blueprint, that is something that they can download and listen to as well, so that's just an option for you.

If you think you know somebody, then please send them that information. Sound okay? Yes?

Excellent. Workshop six, we're already at the halfway point. Can you believe it?

Workshop six is called Making It, Raising It, Drawing It. Today, it's all about money, so we're going to go full circle on money and teach you everything that you need to know. For some of you, finance might switch you on, and for some of you, finance might switch you off.

It just depends on how you feel about it, but this is crucially one of the most important workshops that you'll attend because we have to be fluid in finance as entrepreneurs, whether we like it or not. This is how you take your wealth creation to the next level. Remember the wealth hierarchy that we talked about earlier on in the year?

This is all about you becoming wealthier and building your empire, but also building your life by design, so this is absolutely fundamental to that. Who here wants to increase their wealth this year? Hands in the air?

Quite a lot of you. Yes? Nearly all of the room there.

Yes? All of the room. Of course you do, and that's why this is so important.

Where are we in the seasons? We are in winter, even though we've got signs of spring. Everyone's seen the daffodils and the lighter mornings and the lighter nights, so we know spring is on the way, but we should be still in deep, dark winter, not getting distracted by the nice weather, working on our systems and finances because that's what we fix in winter, isn't it?

As I alluded to earlier, it's 12 weeks of hard grass. There's four weeks of it left now. Get yourself set up and ready for the spring and the summer where you can kick-start your new businesses into action and start getting those step changes that you're looking for, and that's what winter is all about, getting the hard work done.

Where are we in the methodology? We are at the halfway point. Can you believe it?

We're here already. You have done six months on Property Entrepreneur. It has absolutely flown by.

The only benefit about the winter hit list, I think, or one of the benefits is you get lots of work done and it goes really fast. Winter just flies by, doesn't it, because you've been busy head down doing all of the work. Where have we come from?

Well, we started by deciding our racetrack strategy, didn't we, back in autumn. We've gone into the pit stop now, so we're building out our systems and our finances. Some of you are hiring.

You're bringing on capacity ready for the spring where we think about teams and team management and testing all of those people, those processes and systems that we've built, and then we move into, from warming the tyres, we move into the championship season, and that's where we start the sales process and we start to really kick start our new business idea, whatever we're trying to do and achieve this year, and that's when it all starts, from the summer onwards, because you've got a full 12 months to work on your new business idea, but that's when it kicks off. The theme for this year is landing planes. Now, I don't mean actual planes, so don't panic.

You don't need to go to Heathrow or anything or Birmingham Airport. I mean projects. Who here can think of at least two to five projects that they've got on their winter hit list that they've started but not finished, or their teams have started but not finished?

Who's got a bottleneck? I've got, in Asana, I've got this massive list from my virtual assistant of things I haven't checked that she's finished on the winter hit list. I'm holding her up.

Yeah, anyone being a bottleneck and holding them up because they're not signing things off fast enough because they're busy? Yeah, we want to get out of our own way now and start, you know, getting everything done and finishing all of those projects, because 90% is as good as not done. You don't want to have started seven projects and not finish any of them before the end of March.

You want to start bringing things down to land now, and the way that you do that is go back to your winter hit lists, for those of you who've got it all in a spreadsheet, and have a look at it. Re-evaluate it. Decide what your priorities are.

If there's stuff on there that was a nice tab that you know that's not going to get done now, take it off the list. Focus on what you can finish. That's really, really important.

Yeah, put that to one side for next year. There's always next year. Always next year.

I promise you. Yeah. Get that winter hit list in order, realistic, because you've only got four weeks left.

It's going to fly by, isn't it? You want to get this stuff done before spring comes to get you, because Easter is on its way. The end of term is coming.

You know, you want to... Mandy just rolled her eyes. Spring, you know, Easter is on its way.

We've got the kids off school. For those of you who've got children, you know, you want to be able to have some fun in the Easter holidays, and know that you've done all of this hard work, so get those lists reorganised so you know exactly what you're doing. That's what the theme is, landing planes.

I want you to share this in the Facebook community with us. Tell us what planes you're landing. Tell us what successes, what you've finished off.

That's what we want to hear about, what big things. Remember, the things you should be focusing on are things that will step change your business. For me, if I don't have to do invoicing anymore, that's amazing.

It's going to take away... It's going to free me up. Again, for you, what's going to free up your time, buy back your time?

Remember that book? It's really, really important. Workshop six is called making it, raising it, keeping it.

Session one. Most entrepreneurs don't make any money. They're busy chasing money, but not making it.

What we want for you is we want you to be able to make money and keep money. This is really important. Session one, ladies and gentlemen, is all about how you make money, and we're going to be talking you through the Bulletproof business model.

We've also got a brand-new feature in session one where members of the community are going to share their experiences on how they're finding new AI tools on the market. Session one also has, for the very first time, the PE AI showcase. Session two, there comes a time in everybody's entrepreneurial journey when they run out of money.

Today, we're going to show you how to raise finance, because if you play small, you stay small, but if you learn to raise funds, you can grow faster, fast-forward lots of your projects, and find the right deals, find the right cash, take those opportunities of a lifetime. Session two, ladies and gentlemen, is all about raising it and fundraising. Then session three, once we've shown you how to make money, we want you to be able to keep your money.

Today, we're going to talk you through how to keep track of your spending personally, because you treasure what you measure. Session three, ladies and gentlemen, is on keeping it and the PCM. That's what we're going to do today.

Who's looking forward to workshop six? Are we? Who thinks they could be a little bit better at finances?

Hands in the air. That's literally almost all of the room. That's what you've got in store for you today.

It's going to be an absolutely fantastic session. In the first instance, let me introduce you to this first bulletproof business model. Money isn't everything, but everything needs money.

That's the truth, isn't it? It's an emotive word, money, isn't it? Sometimes it turns people on, sometimes it turns people off.

It gets Josh really hot under the collar. He loves money. But you'd likely be on a different programme, wouldn't you, if you were dreaming of flashy lifestyles and Ferraris, because that's not what P is about, is it?

P is about your life by design, your race at your pace, isn't it? But money's not a bad thing either, is it? Because some of you, sometimes we feel bad about making money, but we shouldn't do, because we make money in business by adding value to people's lives through the products and services that we offer.

We're here to fix problems, aren't we? We are problem solvers. Dan Kennedy, who's a really famous marketeer, he once said that the business that spends the most money to acquire a new customer wins, because you need money to serve your clients as well, don't you?

Everything needs money to function. Good people can do good things with money, right? Because you think about property entrepreneur, every year we raise thousands of pounds for charity, and that's doing good with money.

But I've got a startling statistic for you, and this is it. So this is according to Statistica, the median profit that a business of one to nine employees makes is only £26,000 a year. Entrepreneurship is hard, it's lonely, it's difficult, you work long hours, you work over the weekends, it's tough, and why would you do that if you're only making £26,000 in profit?

Now, the truth is that businesses that do earn this kind of profit, they're either really good at minimising their tax liability, or they're in a business that makes small margins. And that's what this is about. We don't want this for you, that's what it's like for most entrepreneurs.

We want you to have a business that has a margin of 20%, 30%, 40%. We don't want you to be in the small margin market. Who here can tell me what a business model is?

Does anyone want to tell me what they think a business model is? You've got a lot to teach them, Josh. A business model is a spreadsheet or it's a formula that establishes whether the product or service you want to sell is going to make money now or in the future.

And the future bit's really important too. That's what a business model is. It establishes right now whether you're going to make money, as you are right now, or later on, further down the road when you scale it and you grow it, is it going to stay profitable?

And that's really key. Because the truth is, most entrepreneurs spend their lives building businesses that don't make money. Because they're in a business that has small margins.

The average margin for a UK business is 5% to 10%. That's all. But we want you to be much more successful than that.

We don't want you to be doing what the masses do. We want you to avoid the mistakes of the 99%. We want you to be in this club, which is the 1% club.

Those who have high value, high margin businesses. Now, if you're currently in a business and you know that you're making a smaller margin, you might want to re-evaluate what you plan to do in the future. I'll give you a really good example.

So my HMO business, it's vanilla HMOs, it's not co-living, it's nothing fancy. It got me on the first level of the wealth hierarchy. My HMO business makes 16% profit.

That's all it makes. The thing I'm focusing on now isn't a business that makes 16% profit. It's a business that makes 40% profit, because that's what we're working on.

This new business that me and my husband want to launch, that's the profit margin it can make. So you do need to think about this. There is the journey of the wealth hierarchy, but you need to consider whether your business is going to make money now or in the future.

And is that going to be enough for you? Because all of you are here because you want to live your life by design. And that's really, really important that you get the profit margin of your business right.

So this is what we want for you to be in this 1% club. Who wants to be in the 1% club? I said, who wants to be in the 1% club?

Yes. Good. You do.

That's fantastic. So you're in the right room. Thank God for that.

Otherwise, I'd have to send you all home. So there's no better person to introduce you to this than our very own. So please give him a massive round of applause while I welcome to the stage your award-winning, Amazon bestselling author, CEO of Ultimate FD himself, your trainer, Mr. Josh Keegan.

[Speaker 11] (39:38 - 39:48)

1% club.

[Josh Keegan] (39:48 - 58:27)

It's exciting, isn't it? No? No?

I don't feel like you're not all warmed up yet. So this is going to be a big day today. We're going to be talking about finance money, making money in your businesses, accumulating money, saving money.

I appreciate it can be a try. It's the bit that people don't really want to talk about, but it's interesting because no one wants to talk about it. No one wants to really put too much time and energy and attention into it.

But why did we get into business? Yeah, exactly. So this, without doubt, will be one of the most lucrative workshops of this year.

And I'm going to take you through the bulletproof business model. If you're in business, you already have one of these. You already have one now inherently.

So if you have a property, if you have a business, if you have a team member, you already have a business model, but it's now being conscious of what that business model actually is. And rather than just letting that business model happen, it's building that business model out so you're super clear on what it needs to be. I'm going to take you through that in this session.

And by the end of this session, you're going to be clear on the theory about how you actually do this. Then over midweek mentoring, we'll put this into practice. So you'll actually have your own business model for 2025, 2026.

Before we do that, a little bit behind the scenes. So we're halfway through. It's crazy, isn't it?

It goes fast. Who's fitting on top of their objectives? No one?

Cool. Craig, nice. That's good.

Who's feeling behind? Yeah, most people in the room. So a bit behind the scenes for me.

So one of my objectives is to buy back my time. And this has been phenomenal. So the whole premise is I've got too many meetings in the diary, too much going on, and I wanted just to get white space back in my diary.

Because I realized I like working hard, but I like when I've got a free day, like creative time, high value time. And I've nailed this. I have kept delegating to my team members.

So keep using the task triangle, keep giving to more and more people, bringing people into roles to take over that lower value work that I was doing within my day. I was realizing I was managing all my own finances. And we actually sell services to manage other people's finances.

And I was like, well, why am I still doing mine? So then I enlisted our company to then manage my finances for me. I pay the market prices if I'm a client.

And they've started managing all that for me. And that's taken all this stuff off my plate. And then finally, I was doing a lot of client work.

And I've just gone through the process of saying to my clients, you've got me, but these great people are great. And we've been switching people out. People have been really happy with it.

And it has resulted in a bit less income to the business, but it's been great. And so all of a sudden, my diary was just free again. It's white space, it's cleared up, and it's phenomenal.

And so I made some progress. I'm still in the process. I've had to put up a hand in my pocket.

It's cost a good few thousand pounds a month, but it's definitely worth it. And the value I'm going to add is going to be phenomenal. The other thing I've done is my year off is the highlight reel.

So it's all about creating highlights for the year. And what I realized was, when I was working from home, for those of you that work from home in an office and you're there all day every day, I was like, if you asked me last week when I was in my home office, could I even see any of it? Could I remember any of that time?

I was like, I really can't. I literally couldn't remember it. I couldn't see myself sitting there.

And all my weeks just blurred into something. So I thought, I need to get out. I need to start doing stuff.

So I've committed to a workspace. It's like a member's workspace. Really cool.

Loads of entrepreneurs and stuff in there. But it means that now, and I thought I was going to be there two or three days a week. But I'm literally there every day, cycling, getting out, part of the entrepreneurship community.

And it's just really nice, really refreshing. It's been a really welcome change. So already kind of creating those memories within the workspace as well, which has been really good.

And then finally, me and Hayley, we managed to get our first couple's weekend away since we had children, which was phenomenal. Two nights away. Yeah, it was great.

And that was a big part of our couple goals objective too. So I'm not wearing any of all of this stuff, but I've definitely been making progress. And if you don't, if you're not using the process we teach, where every month you check into your objectives, you go, where am I up to?

What do I need to do? What my next, the things in the next quarter? What am I doing for Sunday Sanity this month to make sure I'm hitting my objectives?

Make sure when you're setting your Sunday Sanities, you're setting up your monthly objectives. You're looking at the high level before you get started. And then behind the scenes at Ultimate FD.

So we are finalizing our plans. And what we've been doing is what I'm going to teach you today, which is the business model for 2026 and the year ahead. And where we've got to is this next year, we're not actually going to grow.

So the revenue we're going to hit next year is probably going to be about the same, but we're restructuring the business. So we make a lot more profit by doing the same thing. That's the whole ethos, small business, big profit.

And this is what we're going to share with you today, because how I've got to this, or how I've come to this conclusion is through a business model. Because it's not always about growth. It's not about growing the top line, doubling in size every year.

It's like, how can you look at what you've got and how can you make what you've got make more money? And for somebody that might be growth, but for some of you with big businesses, it will be literally restructuring what you have is where all the margin is going to be. And we do this using the bulletproof business model.

So what do most entrepreneurs do? They turn up, they go, right, I'm going to make some sales this year. I'm going to grow my business.

I'm going to recruit some team members. I'm going to do a winter hit list. And they just keep going and going and going.

And at the end of the year, they make some progress and they might have grown their business. They might achieve some results, but they don't necessarily have the margin to show for it. And those stats that Rachel shared are pretty staggering, that most entrepreneurs are turning up to earn £26,000 worth of profit per year.

That's actually alarming, because although they might be good at tax planning, they might reduce their taxable profits. That's an average, but it means a lot of people are doing a lot less than that. So we don't want to be in that bracket.

We want to be in a place where we're earning hundreds of thousands of pounds a year, and we have a high margin business. And the difference between those entrepreneurs making £26,000 for those that are going to make hundreds of thousands is the business model. And the whole concept is, we don't build a business, we work out what our business model is, and then we build that model into existence.

Last month, we did Where Are You Now? And we did world-class finance functions. That was all about getting financial clarity.

And that is basically a bit of a prerequisite to then do what we're going to be doing next. So you've got Where Are You Now? Financial clarity, profit, balance sheet, all those different elements.

Then this question, or the question of the day today, is where are we actually going? What does success look like for our business financially? And the whole concept is a finance-driven business, not business-driven finances.

You need to make it really clear where you're trying to get to. We all know, if we want to achieve something, we need to get a really specific goal that we're going to achieve, don't we? If you decide you want to lose some weight, and you say, all right, I'm just going to lose some weight, if you're not clear on that goal, you can't design a strategy around that goal, and you'll probably fail.

But if you're really clear, I want to get my BMI down to 16.5%, I'm at 18% right now. This is the plan. This is what I'm going to do.

This is what success is going to look like for me. This is how I'm going to do it. You're going to achieve it.

It's the exact same thing with your business. You want to get super clear on, I know how big I'm going to be. I know what my minimum margin is going to be.

I know what I'm going to have for my overheads. I know what my minimum gross margin is going to be. I know what my lowest price I can charge is going to be.

You don't make that up as you go, based on what's happening to you. You decide what it's going to be now, and then you build that into existence. It's a finance-driven business.

You create the finances first, and the app drives the entire business and all the output that you're going to deliver on moving forward. The mechanism we use is a business model. This is an example of a very simple business model.

For most of you, this is probably all you need. This is not a 52-tab spreadsheet. This is not a really complex, steel-built model, which is just very confusing, numbers all over the place.

It's just a simple set of numbers which says, in a very simple format, how your business fundamentally makes money, and what, financially, success looks like for your business. Where are we trying to get your business to financially? You guys can take a picture, but you're all going to get a copy of this as well.

The whole ethos here is you wouldn't build a house without a blueprint. You wouldn't, would you? In fact, one of our board members did.

He tried to do this. He didn't pay for architectural plans, and just went for it. It took him about seven years.

Eventually, he paid for architectural plans, and now he's actually got a beautiful house. But it was an absolute mess. It was just ridiculous, because he didn't get the house designed properly when it got started.

Problem after problem after problem after problem. But then he paid for some designs. He built it structurally, and then all of a sudden, it all came into shape.

That's the whole ethos of a business. Don't think, I'm thinking about offering this. I'm thinking about starting a letting agency.

Think about starting a construction company, whatever it may be. You go, well, if I was going to start that construction company, financially, what would that look like? How many clients do I need?

What's my minimum price points? What's my minimum gross margin? Work all that stuff out.

Once you're really clear on that, that's when you build that business into existence. Of course, it may not always be perfect. You might make some incorrect assumptions.

You might have to adjust, tweak, and change. That's absolutely fine, but it should be adjusting what you set out as the plan, not making it up as you go. What we're going to do is by creating this business model, this is going to be one of the tools you need to make 2025 your most lucrative year on record.

At the end of 2021, I sold my first business. Honestly, the business was good. It was in a really good position.

It was a certain size, certain margins. It was profitable. It was doing really, really well, but the buyer placed such a high value on it because they were going to buy it, and they were buying the business model, and they wanted to plug other stuff into that business model.

That's what they wanted to do. I didn't sell the business. I sold some of it, but a huge amount of the value was the fact that they knew that there was a really good business model there that they could learn from, and they could shove more stuff into that business model, and then in theory, it would make them the same amount of money we were making on our portfolio that we were managing.

This is where the value happens is when you get this right, this is where the real exit value comes in your business by nailing the business model. Let's actually build it out then together and make this actually happen and pull this in practice. You've got your business model, and you're clear for any business you have what the business model looks like for you.

I'm going to start with prices and packages. Prices and packages. Who gets a bit stressed about price?

If I say, you need to put your price up to your clients, who does that bother a little bit? Yeah, a few of you. Yeah, absolutely.

People are very funny about pricing. They don't like putting their price up. They don't like charging too much.

A garden mastermind has got two properties where he's not put the rent up for six years, and it's costing him ... We basically gave him a grilling on the table. As a result of that grilling, he's now earning an extra £750 a month because he just hasn't put his rent up in three of his houses.

Yeah, but she's an old lady. She's been there for six years. It's like, yeah, that's fine.

We don't want to kick people out on the streets, but at the same time, you've got to charge a fair price. You want to charge a fair price, you want to keep it at a decent level. Obviously, pricing is the top of the funnel for any business.

If you have low pricing, then expect low margins. You want to have the highest possible pricing you can, which is obviously in line with the value you can actually offer to your people. A key sentiment would be, if your clients won't pay a higher price, find different clients.

If you're working with people that are hard work, that will never pay your price, it's probably the wrong people that you're working with. You need to find a market for different people that will pay the higher price that you want to work with. And Shiv, everyone knows Shiv on the board, sourcing business, everyone's like, Shiv charges about £12,000 to £14,000 for a single let deal.

He's found a right move. Would anyone pay that? No, you scoff at it.

Absolutely not. But Shiv's not trying to sell to any of you. He knows you won't pay for that.

You're educated property investors. Of course not. He doesn't care because he goes to London and finds people that will pay that price and they don't care because they're buying a different service.

They're buying into something different than what you guys would pay in this room. So price and packaging. You need to select your price.

You need to decide what you're actually going to charge to your clients. That's the first step in your business model. There are three types of pricing that you can charge.

Three ways you can actually price your product. First is market-based. So market-based pricing.

I'm thinking about starting a business and I'm thinking about, well, what would I charge for this service? And say I'm thinking about starting a sourcing company, property sourcing, use Shiv's example. What you'd probably do is go, well, what do other sources charge?

What do they charge? What is a good source to charge these days? Three or four grand.

So you go market-based pricing, well, they charge three or four grand, I'll just charge three or four grand. That's the market price. Lidl and Audi, they charge the same price for milk.

They're not trying to compete. So what they charge for two liters of milk, well, I'll charge whatever it costs for two liters of milk. So they keep the same price.

It's market pricing. As you can probably imagine, this is fine and you'll probably get good traction and you might be able to sell. However, it's not the most lucrative place to be.

It's the worst place to be because then you're competing on price. The next is confidence-based pricing. So this is whereby you've maybe done your market-based pricing and let's stick on the sourcing example.

So you've done your market-based pricing, but then now you've sourced 30 deals. Now when you have a new deal, you don't send it on a spreadsheet, you send it on a nice branded appraisal pack. Now you have a few people in the business that make sure the deals always run smoothly and your service is a little bit better and you have a bit more confidence.

So what you do is you add what we call a confidence premium. So every other source is charging three or four grand and an investor says they're charging three or four grand. Yeah, they are, but they've not done 30 deals.

They don't have the experience. That's why we charge five and a half grand for our deals. So you get that confidence-based pricing.

A better place to be, definitely a better place to be. The third, and this is where you want to be, is problem-based. So rather than pricing based on your good or service that you are offering to people and what you think people will be willing to pay, you price based on the value you're going to create by solving their problems.

What is the problem actually worth to that client? Dan always talks about M&A, selling companies. If he can make you five million quid by selling your company, who cares what another broker's going to charge?

If he wants to take 10% of that, of that five million, he can charge that money because it's based on the value he's created for you. So it's based on the problem that you are solving for your clients. And think about that for Shiv's example, like your problem is not that you've got, you people in this room, you wouldn't pay the price that Shiv can charge to his clients in London because you've just got different problems.

Your problem, you've got the confidence, you've got the experience, you know how to invest, you've just got to find the deal. So that's who's worth three or four grand to find a deal. People in London, they've got no experience, they've got loads of money, they've got literally no time and they want the confidence and they want to invest in the North.

So it's just a totally different set of problems you solve, which is why you can charge a premium price to solve those problems. So what you want to try and do is say, how can you find the people that have got the biggest need or demand for your products or service, the biggest amount of problems, because the higher problem you can solve, the more you're going to be able to charge your products or service. Finally, products versus packages.

A product is a one-time thing. So sourcing, good example again, right, that's fine. When you say this deal and it's four grand, they go, oh great, but once I've had this deal, who's going to refurbish it for me?

Oh great, well we can actually do project management for you for another two and a half grand. Well what happens after that, because someone's going to need to let it for me. Oh yeah, great, we can also do the lettings for you for £500 a month.

So those will be individual products that you can sell to people. Of course, you can sell multiple products and that's going to work really well. What you want to try and do is package things.

So rather than do individual products, you want to try and package things together and the whole ethos here is one plus one equals three. So that synergistic effect where it's going to add more value. Last year, I bought a sofa from DFS.

I think it was about, it was more than I wanted to pay, I think it was about £1,300. And they were clever because they sold me the sofa for £1,300, but they also told me, oh, but when you buy one of our sofas, you also don't have to pay. You can have 0% finance for X amount of time.

So there's no interest on it, it's absolutely free of charge, you get 0% finance. And they also told me that you can, will include stain protection. So if you get your sofa stained by your two kids over the next three years, which is very likely, we'll come and fix it for free.

Oh, great. That's cool. Then they also said, also, we'll bring it to your house and we'll dispose of all of the packaging so it's just ready there and good to go.

I was like, oh, that's great. So then all of a sudden they'd lumped all these things together and I saw £1,300. If it was just for the sofa, that's too expensive.

You bring all that together, I'm like, that's okay, I'm kind of cool with that. Well, if they said the sofa is £800 and then you can pay an extra £250 for your stain protection, an extra £200 for your delivery fee, plus an extra 7% on the finance we're going to offer to you, the monetary equation might have been exactly the same, but I wouldn't have bought any of them. I'd have just paid the £800 for the sofa.

Because they lumped them all together and it was all in one place, it was very convenient, I was happy to buy lots. I love the analogy of the man in the desert. So if you imagine there's someone in the desert, he's been walking for days and days and days, he's absolutely exhausted, he's been stranded, he's lost his friends, lost his family, absolutely knackered.

And he eventually stumbles across, he sees a hotel and he's like, oh my God, how is there a hotel in the middle of the desert? I'm so, so fortunate to have found this hotel. So he walks down to the hotel and he walks straight to reception.

What's the first thing he asks for? Water. Yeah, absolutely.

And then he guzzles his water down, he drinks it all and he's like, oh man, thank you so much. What's the next thing he asks for? Food.

Yeah, that's not a trick question. Imagine, get yourself in it, what are you going to ask for next? You then eat a load of food, what are you going to ask for next?

Toilet. Toilet, maybe. Yeah, maybe toilet.

Anything else? What happens after he goes to the toilet? Goes in bed?

Yeah, bed. Yeah, then he sleeps, he wakes up, right, I need to call my family, we've got a phone, we've got a travel agent. And the whole concept here is once you've solved his first problem, which was water, he then has a new problem, which was the food.

Then he has a new problem, which is the toilet, according to Neil. Then he has a new problem, which is he wants to sleep. Your order of stuff, I'd want to ring my family first, but if you want to go and have a nice sleep first for 48 hours, they'll play to you.

Anyway, so you've got, maybe that's a lesson that people have different problems after the first problem. But basically, you solve one problem, there's a new problem, solve one problem, there's a new problem, solve one problem, there's a new problem. And basically, the whole concept here is most entrepreneurs are only selling the bottle of water.

So once you've sold the bottle of water, what is the next thing that you sell? If you're going to, Dan, if you're going to install a glass divider in somebody's office, it's absolutely amazing, well then who are they going to call when they need maintenance? So rather than wait for them to call Dan and say, well, we do a £100 a month maintenance package, so we'll always look after this for you.

We'll come and check it every year. Who are they going to get to clean it? It's like, what's the next problem that they solve once that they've bought that initial problem?

Go on, John. You've got the catchphrase.

[Speaker 6] (58:29 - 58:42)

Just a question on that, Josh. Is the ideal state to be, you are solving the problems before they realise that you're a problem? You're kind of anticipating, you know what they need, they don't necessarily know that yet, but you've got everything ready?

[Josh Keegan] (58:43 - 1:00:45)

Yeah, and if you can educate them on their problems, once again, you're then selling a solution to their problems as opposed to the other way around. A lot of consultancy selling is like, people come with a specific problem and they don't realise all the other problems they have, so you have to make them aware of those problems and then you sell. But that's Holy Cross, so how many problems are you looking to sell?

The reason we're going through this is because if you want to have a high margin business, you want your prices to be as high as possible, so the more things you can add into that price point when you sell, the better. This is what the business model is going to look like. We're going to build one on stage.

When you get this template, if we can just switch the monitor, please stay. When you get this, what you'll see, thank you, is you will see along here, we've built out quite a few standardised ones. You can see manually in the front row, there's a letting agency model just here, so you could literally use this as the letting agency model.

There's just tabs on the bottom. We've got a property portfolio, basic business model for products and packages, self-storage business, that was Chris and Richard in one of that, self-accommodation business. You've got all these different models that you can use, which have all been set up for you.

What we're going to do in this session is I'm going to show you a live example, and as part of your homework, you can actually go and build one of yours. I've already asked him before, but John, are you happy to be a guinea pig for this, for a sourcing business? Go on then.

Surprisingly reluctant when I asked him. Right, so what we're going to do is we're going to start at the top, and this is basically your products and pricing. We're just going to do a sourcing business.

A sourcing business is quite good because everyone gets in. It's quite a good one to understand, but you can apply this to any business. This isn't just a sourcing business.

So, John, products and pricing. What would you suggest you'd want to be charging for your sourcing packages? Is that want to be or currently?

Let's do currently, and then we can go from there. So, currently, it's 3K. Cool, and then do you do project management?

[Speaker 6] (1:00:46 - 1:00:47)

No, I don't.

[Josh Keegan] (1:00:47 - 1:00:51)

Okay, would you want to do it? Potentially, yeah. Okay, cool.

[Speaker 6] (1:00:51 - 1:00:54)

It's normally 10% of any refurb.

[Josh Keegan] (1:00:54 - 1:06:07)

So, let's say, what would a standard refurb be? 6 to 10. So, if you did based on 6,000, let's say it'd be £600 a refurb.

Cool. So, let's just say that's your John's Business Model for now. We'll keep it nice and very, very simple and straightforward.

So, that'll be the first step. It's products and pricing. So, what products and services do you actually offer?

So, John offers sourcing and he offers project management, which would be the first step. Nice and easy. This is the bit you won't struggle with.

It's like, what do you offer? What are you charging for price? Really, really great starting point.

Okay, we'll go back to the slides, please, in a second. This is the first step, product packages and prices. Just working out what you charge.

Very simple. There's no trick. It's just easy.

Like, what do you charge and what We've done that. Now, what we're going to do is move on to COGS. Does anyone know what COGS stands for?

Shout out. Amazing. Cost of Goods Sold.

Absolutely awesome. To make it clear, that is basically how much does it cost you to make a new sale? So, when you make a new sale, if John sells one of his sourcing packages, how much does it cost the business to make that sale?

Which is basically a really, really important metric of financial health and stability. To take a bit more detail, these might sometimes be known as variable costs, direct costs. There are lots of different names that people use for this.

The whole concept here is if you make a new sale, what costs have to increase with that additional sale that you've got to make? So, if you sold sandwiches, you'd have to pay for the bread, pay for the salad, pay for the chicken, whatever it is goes into your sandwiches. If you do a labour-based project, you set a project where you pay contractors to do work for you, the cost would be your contractors.

Simple. So, pop quiz. Would office rent be a cost of goods sold?

No. Well done, Josh. Nice and confident, the first one to go for it.

Yeah, no, it wouldn't be. Would sales commission be a cost of goods sold? Yes, it certainly would be.

What about marketing spend? A bit of a trick on that. It depends.

It depends. Generally, I wouldn't put marketing spend. I would put that below the line as a chunk of spend.

If it's directly related, maybe a PPC to get a lead through, et cetera, then you might find that would be above the line. So, it's just using your knowledge. In some cases, you might put that above.

In most cases, you'd probably put it below. If you spend £5,000 a month for marketing, it doesn't really matter what kind of sales you do, then it would be below. What are the materials used to make your products or service?

Yeah, certainly would be. It's simple. What goes up and down with your sale?

If something goes up or down with your sale, it will be a cost of goods sold. Generally, you want to have a target for this. If you want a high margin business, the business we're talking about, which we're making 25%, 30%, 40% net margin at the bottom, then logically, you have to have a decent gross margin to make that happen.

I keep speaking to companies that aren't really making enough money, and the first place to always check is, well, what's your gross margin? If your gross ... There's one I can think of off the top of my head.

They're like, why are we not making any money? I was like, what's your gross margin? He said, well, we target 35%.

That's gross. That's before any overheads, office rent, you as a director. If you're at a 35% gross margin, so every time you make £1,000 sales, there's 350 quid left, well then, by logic, you're never going to be at 30% net because there's got to be some cost in the middle.

To get that business to more than 5%, 6%, 7%, 8% of net margin is very, very difficult. You want your gross margin to be as high as you possibly can. In general, the businesses which we see that do really well tend to have 60% plus gross margin.

The ones that do really well are more like 80%, 90%. You really want to be in a place where your gross margin is as high as it could possibly be. I'd say 60% plus is normally a very good trading business.

It might be slightly different property companies, but you want to be 60% plus. I would also suggest, though, you want to keep as many of your costs variable as you can. We live in an age now where, as entrepreneurs, all of my team, for example, we have a team of eight, nine, a team of nine, and all of that team are on pay per hour, work, loads.

They all get paid an hourly rate, and they bill me for the hours they've worked within that month. One of my teams has gone away on holiday for three weeks, and she won't get paid any money for the last month because she's been away. We live in that world now where, okay, we might pay a high premium for that.

I'd probably pay an extra 10%, 15% on her salary, on her hourly rate versus her being on PAYE, but it means that a lot of our costs can fluctuate with the business, which really reduces the risk. Where you can keep your cost variable, I'd always really recommend doing that. You want to just try and keep this lower risk.

Where the costs are variable, you have a lower risk in the business, and that's the power of keeping your costs consoled as variable as they possibly could be. If we go back to the screen, please, Declan. John, I appreciate you might not know all the answers, but when you source a new deal, so when you actually sell to that client, what would you say your variable cost would be, your costs consoled?

[Speaker 6] (1:06:11 - 1:06:13)

There's the traveling to view costs.

[Josh Keegan] (1:06:14 - 1:06:17)

Yeah, the viewings. Are you doing that yourself at the moment?

[Speaker 6] (1:06:18 - 1:06:26)

Mostly, yeah. I'd have put some marketing on that, but what you just said before makes me question it.

[Josh Keegan] (1:06:26 - 1:06:38)

I've done this before. Generally, people would normally put in about 150, 180 quid for viewings, finding a deal. Sound about right?

Yeah. If you were going to do the project management, assuming you weren't doing that yourself, what do you reckon you'd pay someone out of that 600?

[Speaker 6] (1:06:40 - 1:06:42)

Probably the vast majority of it.

[Josh Keegan] (1:06:42 - 1:08:28)

Yeah, it's probably too low, really, isn't it, if you were going to leverage it. This is really important, because the whole point here is we're trying to build a business model, not something that relies ... The business model can't rely on John to be doing all the running around.

Really, this should be built with, if John's not doing anything, what does this look like? You might not be there yet, but this is how we know we're actually going to build a successful business, because in reality, these prices are probably too low if you stop doing this yourself, because you won't make any money. Let's say PM, maybe it's ...

Let's just say it's half the amount, just for simplicity's sake. Obviously, you can play around with this. Let's say that for every new project John does, he pays 50% of the project management fee out to a contractor, which is what Shiv did, I think, for a good amount of time.

Yeah, for that? Yeah? Cool.

That's your cost of goods sold. We're going to add those in there. Just simply type those numbers in.

This is per project. What we're saying is per deal we sourced costs 150 quid. For a project management, it's going to cost us 300 pounds to make that revenue.

Cost of goods sold, simple. We sell an extra 10 deals, it's going to cost us extra more money. We manage an extra 10 project management fees, it's going to cost us more money.

Easy. Yeah? Cool.

Move on then to gross margin. Okay. Can anyone remember what gross margin is, with the caveat of, I told you this at the blueprint, and I said I was going to ask you in six months, and I said you better remember it.

This is that moment. With that extra pressure, go on, Jarrod's going to do it. Can you pass the mic over to Jarrod, please?

This is very impressive. I haven't seen your hand go all day, and it's gone up for this. Can you pass it over, please, David?

It better be exact, because as I said six months ago, you better remember this. Go on, Jarrod.

[Speaker 12] (1:08:28 - 1:08:35)

Do me proud. It's what's left after all of your cost of goods before any operating costs.

[Josh Keegan] (1:08:35 - 1:08:37)

Yeah, well done.

[Speaker 12] (1:08:37 - 1:08:37)

I couldn't remember exactly.

[Josh Keegan] (1:08:40 - 1:11:57)

Mathematically, absolutely, but I'm looking for a different phrase that we told you on the blueprint event. The profitability of your product or your service. Well done.

Round of applause for you both. Thank you. Thanks for putting your hand up, Jarrod.

Jarrod's totally correct. Mathematically, absolutely spot on, but I want you to remember this is the profitability of your product or service that you sell, which is different to the profitability of your ... Exactly.

That's the key distinction. Your gross margin is how much money do we make by actually selling our products and services. The mathematical equation, which Jarrod got totally right, is price minus your cost of goods sold equals your gross margin.

Price minus your COGS. Very simply, if I sell something to you for 1,000 pounds and it cost me 600 pounds, well then my gross margin on there is 400 pounds, isn't it? That's the profitability of that product or service.

If I didn't sell that product or service, I wouldn't have the 400 pounds. It's the profitability of your product. You normally look at this as a percentage versus the value.

Why do we look at percentages? Well, it just means that we can actually compare stuff and actually work out what's going on, because everyone could have different numbers of sales targets, but the actual percentage is an indicator of health. If I have a 50% gross margin and I sell something to you for 1,000 pounds, what's my gross profit going to be?

What was that, sorry? Yeah, it's 500. Absolutely.

If I have a 60% gross margin, I sell something to you for 1,000 pounds, what's it going to be? One of you's whispered 600. Does everyone else agree or are we just going to go with that whisper of 600?

Yeah? Three of you agree. I mean, what set were you all in for maths?

This is not like... Forget about gross margin, it's just a percentage. 60% of 1,000 is 600.

Yes, correct. Well done. Whoever quietly whispered it, I think it was you over there.

Well done. Well, right. The key sentiment here is you need to have a percentage target that you're aiming for.

If you have 60% gross margin, that would mean for every 1,000 pounds of sales you make, it's 600 pounds. If you make 100 pounds of sales, it's 60 pounds. It indicates what money you're actually going to have left from that sale.

Profitable sales solve everything. Great saying is sales solves everything. That gets cash in through the front door, but I like to say profitable sales solves everything, because what too many entrepreneurs do is their margin is actually too low.

If you're selling stuff for 20% gross margin, then you might be getting some cash in through the front door, and you feel good for a day, but that is actually going to cost you way more to actually deliver on, because your gross margin is too low. You want to make sure that you have a minimum gross margin. Our business operates at 70% gross margin, and you can't sell below that, because otherwise it's a false economy.

You're creating noise, you're creating work, you're bringing in some money to the business, but it's just a false economy, because that's not going to generate the bottom line profit that you actually want to achieve. Can we get the microphone over here, please? Do you want to pass it over?

Cheers. Go for it.

[Speaker 8] (1:11:58 - 1:12:19)

At what point across your business do you assess individual properties and their performance? If you, for example, got an essay business, and gross margin's great, profit's great, everything's great, but you might have one property in that that's underperforming. Do you run this on each property or on the business?

[Josh Keegan] (1:12:19 - 1:45:14)

You want to ... Yeah, good question. You probably want to do a business model per business.

I wouldn't have the same business model for your service accommodation portfolio and your single app portfolio, for example. You want business model for single apps, business model for essay. Then what you want to do is you want to have this at a high level.

Then, if you remember, this is where we're going. This is where we're trying to get to. If you know your essay business needs to have a minimum of 20% net margin, a minimum of 50% gross margin, and that's what a good deal looks like to you, where the business needs to be with 50 properties or whatever, and then each month you go back to world-class finance function, and every month you're getting your P&Ls from your bookkeeper, and they're saying, oh, this property's only getting a 10% gross margin or much lower. You then need to look at that and go, well, that's not enough of the business model.

Can I get it to that level because it's not performing, or do I need to sell it, free up the cash, and buy something else? Thank you. No, it's a really good question.

Profitable sales, everything, and also gross margin is such a powerful tool. It's one of my favourite things about gross margin. It's for negating negotiations.

Who likes it when they put a great proposal to a client, the client needs it, you've done it at a fair price, and you think, yes, they're definitely going to sign up, and then they come back and say, it's just too much. Can you do anything on price for me? Who likes that?

Who enjoys that conversation? Anyone? No?

It's not great, is it? It's annoying. It's really difficult because you're like, well, I don't know.

I want to make the sale, and what is 5% margin off the top? Who actually cares? I want to make the sale.

I want to get the deal done. What do I actually do? As soon as they sense the weakness, as soon as you go, as soon as you make a comment that, yes, I'm sure there's something we can do.

If someone says, I'm sure there's something we can do, I'm on it because I know I'm going to get a deal. I can get a deal done, but how do you negate that? How do you stop that from happening?

What you do is you create what's called a negotiation matrix, and this is so powerful. Now, you need to get clear what your minimum gross margin actually is. You might say, right, my minimum gross margin is 60%, and that by itself is very powerful because somebody says to you, I want a discount.

You go, well, I'm sorry. My minimum gross margin is, we've got a minimum gross margin. By offering you this discount, you're going to go below that, so it's not actually worth us doing the business.

It's not actually worth us selling to you, so we can't offer you that. You'll be amazed how powerful that is, and people will just go, okay, you know what? I'll just do it.

That's one way of doing it. The other way of doing it is saying, yeah, of course you can have a discount. Of course you can.

Here's our terms for a discount. You decide in advance what your negotiation matrix is actually going to be. For my letting agency, I had one line at the top, one line down the bottom.

The line at the top was the term, so how long you're going to sign up for, and the line across the side on the y-axis was the number of units. We charge 12%. They go, oh, you know, the other agency's charging 10.5%. Of course we do it 10.5%. All you need to do is get us up to 20 properties and sign up for three years instead of what you've got for 18 months. They go, oh, really? Yeah, but I don't have 20 properties. Okay, we'll just sign up for three years, and you'll at least get to 11%, and you'll be much closer to where you want to be.

I've actually spoken to some people on Property Entrepreneur. We created this. We call it Landlord Loyalty Scheme.

A guy called Chris, he was a client for a long time, and we rolled this out. He was gagging to give us more properties. He was like, oh my God, I just need to give you more properties, so I want to get the discounted rate across my portfolio.

It's really powerful and effective. John's Business Sourcing, somebody says, oh, John, you charge three grand. It's expensive.

I want two and a half. That's the maximum he's paid. He goes, of course you'd pay two and a half grand.

Absolutely fine. You just need to commit to six deals and pay in full up front. All good?

Then either they go, yeah, I'm on board, or they go, well, no, actually, okay, I'll just do three grand for now, and then maybe commit to some more deals later. You want to have it laid out. This is how we negotiate.

I share this. You want to call it ... Don't call it Negotiation Matrix.

We call it Landlord Loyalty Scheme. John's would be the preferred sourcing partner, scheme, whatever. These are all the discounts you have available for you.

Which ones do you want? You can ask a question. Put your hand up.

No? No, you're good. Okay, cool.

Really important. Gross margin, very, very powerful number, because you can use it as a tool to say, you know what, we can't drop below that. It's not profitable enough for us.

Do you want to come into the laptop, please? What you'll see here is this model will work out your gross margin for you. You can see it on John's model here.

We've done the pricing, the sourcing, saying the cost of sourcing is 150, and that means he's got a really high gross margin on sourcing of 95%. Project management is more like 50%. We know our gross margin is going to be ...

Someone wants to do a deal with John, and he says, you know, I want you to do the project management for 500 quid. I'm really sorry, but our minimum gross margin is 50%. We can't drop below that, unfortunately, unless you commit to X amount of projects.

Think about that. It's actually gross margin, and that's what we need to get to. What's our minimum gross margin per product that we sell?

Following me so far? We're all good? Good.

All right, deck, we'll move back to this, please. The next is your net margin. We're now going to jump to the bottom.

If you imagine your gross margin is in the middle of your P&L, your net is now at the bottom. You want to set the net margin for your business. What is the net margin?

It's the profitability of your ... One of you, two of you, great. The profitability of your business.

Profitability of your product was the gross margin, profitability of your business. What I've learned, and what I'd 100% say, is the most successful entrepreneurs master the art of turning top line revenue into bottom line profit. The most successful entrepreneurs, they care about doing deals, they care about making sales, they care about team members, recruitment, systemisation, but their whole focus is going, how do I turn as much money that comes in through the front door, get it to the bottom of my P&L as effectively as possible?

If you want to be very wealthy, if you want to create really lucrative businesses, if you want to really go the distance, this is what you need to learn. It's not about the top line, it's about how do I master that bottom line and get stuff through to the bottom line? This is your net margin.

This is what this is all about. We call this the bottom line. It's because this is basically where the money ends up.

This is where we're trying to get it from the top all the way down to the bottom. When it gets to the bottom line, this is the place where you can actually then, when it's got to there, that's when you can actually draw it, you can enjoy it, you can spend it on your lifestyle, you can live your life by design. Don't get fantasised with the top line and looking at, oh, we've done £2 million worth of sales this year.

I've seen companies with £5 million worth of sales and they're making a loss at the bottom. I saw one the other day, must have been about £2.6 million worth of sales with a minus 4K profit this year. 12 months.

Crazy. They're aware of it, by the way. They're not ignorant.

They're just like, we need to sort this out. We need to restructure this business. They're not being stupid.

It's the trap we all fall into because we fantasise over the top line, it feels good, but the bottom line is what actually matters and what actually counts. I created this British Bulldog. This game I played at school.

Has anyone ever played this before? Yeah. It was quite violent at my school, to be honest.

It really means true. Basically, a load of people stand over here, then there's those people in the middle, and you've got to get from one side of the field to the other side of the field, touch the fence, then you're free. You've just got to get past these people.

If they wrestle you to the ground, then you have to join their team in the middle. If you think about the people over here, they're the revenue coming in through the business, and you've got to get it through to the other side, to the other fence as fast as you can. That's when you actually get to enjoy the profitability in your business.

This stuff in the middle, unexpected costs, legal issues, people complaining, team members, systemisation, investing in the business, this is all the stuff that's trying to stop you from getting across, but you need to massively nimble and get that stuff through as quickly and as effectively as you can. If you're at my school, the people in the middle also take off their shoes and they throw them at you as well. It's a really tough game, really, really difficult.

Honestly, entrepreneurship is like this. It's really hard. It's actually quite easy to turn on the taps and make sales.

What's hard is getting it from here all the way up to here. This is what we need to get good at doing. You want to build it backwards.

When you're thinking about your net margin and thinking about what does this net margin actually need to be for you, you need to build it backwards. A few ways of doing this. One of those ways is going ...

Tina, for example. Tina's got a restaurant. She might go, you know what?

For this restaurant to be great for me, I need it to earn me five grand a month. It might be totally out of the air. I want five grand a month from a restaurant.

If my restaurant's earning me that money, I'm happy. I'm all good. That's 60 grand a year.

That might be the way she does it. She goes, okay, if I want that, what sales do I need to make to make that happen? We use the business model to build it backwards.

We go, if I want five grand a month and I'm operating at certain gross margins and net margins, well, I've got to hit 50 grand a month worth of food sales, drink sales, et cetera. I can see, okay, great. It's finance and business.

We've decided what we want and then we're building it backwards to actually make that happen. Another way of doing that is going, well, what does the industry actually do? If you have a construction company, you might get generally a good construction company.

People in this room, other people you know, people you've met at network events tend to hit 25%. That seems to be industry standards. Actually, that's the target I'm going to set myself to be within that bracket.

You probably, to be honest, want to do it in a combination of those two. If Tina needs five grand a month, but she knows she's got to hit a 50% net margin in a business, but she knows most restaurants only make 5%, well, then it's probably unrealistic you want to find that spot where you go, yeah, it's in line with the industry, in line with what I want to earn. You want to build it backwards.

When you're clear what that net margin needs to be, you want to add some buffer into that as well. Using Tina's example, if she wants 5K a month, I wouldn't suggest that she builds her entire restaurant around just earning 5K profit a month because, unfortunately, there's tax. There's below the line adjustments that you need to make, so it means you can't take all of that money out.

What Tina might do is go, well, I want 5K. I'm going to add on 20% corporation tax or 25% for corporation tax. Then I'm going to add on another 20%, 25% as a buffer because I know there's going to be unexpected costs.

I don't want to rinse every penny out of my company that's been in there. I want to leave some buffer in there for safety and security. You work out what you want, add on some buffer, and then that's what you might target your business model to actually achieve.

The whole ethos here is you want to come up with a minimum net margin. What is your minimum net margin for the year ahead? What minimum net margin do you want your business to actually do or to actually achieve?

What we do is we add this into the model. It's going to do some ... I appreciate ...

I've learned that the math skill in the room is not particularly high, but it's called a reversing equate, like a bit of algebra. Remember that? Yeah?

Cool. Something for two of you again. Cool.

We're going to do this now, and I'll show you. We're going to work out your target net margin. Let's say, John, what would you reckon your target net margin should be in your sourcing business?

If you're not sure, it might be worth starting with. I think your sourcing business, you should be hitting at least 30%. Once you've got to a really established place, at least 30%.

Maybe now, you're still in the early days, you're doing a lot of the work yourself. Maybe if we start at 25%, let's see what that looks like, and we can play around with it. The whole point of this model is you can play with it.

That's the whole point. Get some numbers in initially, and we can play around. Let's say if John was aiming for 25%, are you happy with that?

Just doing this for you. That's what you need to do. What is your percentage?

What are you going to work towards? What are you actually going to put into this model? You need to put a number in there that you feel good about, that you think you can achieve.

Everyone following that? Yeah? Cool.

Right, we'll go on to the next. Back to the screen, please. What we're trying to do here is find what we call a sweet spot.

We need to find a sweet spot where your business fundamentally actually works. This is what a business model is all about. It's designing a business model which means you're at a sweet spot.

What's this? A cockpit. Yeah, it's a cockpit.

Which lever do you want to pull? The big one. Yeah, everyone wants to pull this big, sexy lever in the middle.

Very exciting. Should have got AI to make it red or something. Yeah, everyone wants that lever.

What do you think that lever is in your business? What's the lever that entrepreneurs, the only thing we really think about? Sales.

Absolutely. How do we sell? How do we grow?

You're asking an entrepreneur how the business is going. Oh, yeah, we've grown by 20%. You're asking an entrepreneur what their plans this year are.

I'm going to buy five properties and grow by 50%. No one is talking about the bottom line. It's all about the top line.

That is the entrepreneur, that's the lever we pull. The reason we pull that is because it's the only one we understand. It's the only one we feel like we can influence.

Whereas, if you look at this image, you've got, I don't know, 50, 100 of little knobs around here that you could tweak, you could play with, and you could adjust. So growing your business will generally be a good thing. However, it won't necessarily result in more profit or more money or more margin for your business.

This is a truth that too many people have to learn, and it's one of those unteachable lessons, because I can tell you this, but you're not going to listen. More revenue doesn't mean more profit. Just because you're going to double in size this year doesn't mean you're going to have more margin to show for that double in size.

Just because you're going to buy an extra five HMOs this year, it doesn't mean you're going to have more money as a result of it. I can say it to my blue in the face, but some of you aren't going to listen, you're just going to do it anyway. Growth actually destroys profit.

Growth is not good for profit. If you want a business to be really profitable, stop growing. Find a size, find a sweet spot where the business works, and stay there.

This is the whole ethos, is you shouldn't grow a business in a linear fashion. It shouldn't be 10% growth this year, 15% growth next year. It should be what we call a step change.

To go from, right, we're at this size now, there might be 200 rooms, we're going to go up to 500, and then we're going to stop. We're at 100 rooms, we're going to go up to 350, and then we are going to stop. You do it as fast as you can, because in the middle there's no profit, and then we're going to stop there, and then we're going to squeeze the bits and actually enjoy the profit.

When we get to that place, that's what we call a sweet spot. There are three elements of a successful sweet spot. First is profit.

You need to have good margin. You need to be making good money. When I talk about profit, I mean a high net margin.

It could be 20%, 30%, 45% net margin that you're offering out in your business. The second is five-star service. You want to make sure that your clients like you, they enjoy working with you, you're easy to work with, that they rate your business highly.

The third is leverage. I don't mean debt, I mean direct to leverage, so you can work a minimum amount of time in your business. That is where a sweet spot actually lands, where you have all of those three things.

It's profitable, your clients love working with you, and it doesn't require much of your time and input. That's a sweet spot in your business. That is where you want to get to.

Who would like to get here? Absolutely all of us. Why would you not want to get here?

When you're not at the sweet spot, you are trapped in one of these areas. The first is here. This is where you have high profit and high service, but you have really poor leverage.

What that means is you are running around, doing all of the work, selling, delivering, doing absolutely everything. Your clients probably absolutely love you for it, because you are speaking to them, and you're phenomenal, but you're exhausted, you're burnt out. There's always going to be a cap to what you can do and what you can earn.

You get sick, you get hit by a bus, all of a sudden everything falls off. This might be, John, I'm not suggesting that's your exact scenario, but you're doing a lot yourself, and there's risk there. You have a job, you have a business.

No-one is going to buy John's job off him. No-one is going to go, John, this is great. How many hours do you work?

60 hours a week. Great, can I pay you a premium for that experience, please? No, no-one is going to buy that.

We need to move away from doing that, but too many entrepreneurs get trapped here. The second is where you have five-star service, and you have leverage. This means you've got great service, and you've got great leverage, meaning you don't actually need to do too much in your business at all, but you don't have the profit.

This is like me about eight, nine months ago, where I went from a team of two to a team of eight. All of a sudden, we went from profit to little profit. I got this big team in place, because I was starting to pay those people, but it was a scary place, because all of a sudden, we've gone from a lot of stability to less stability.

Clients started to really enjoy the process. We started to do really well, but I need to do this, which was dash through cash. I need to get sales in to actually grow into the size of the business.

The third is what we call a false economy, where we have profit in the business. We have great profit. We have great service.

Sorry, we have great leverage, which means we don't have to do much in the business, but our service sucks. You might think, well, who cares? I'm betting I'm going to work.

I'm making loads of money. My service sucks, but my team has to deal with that, so who cares? Well, you should care, because what's going to happen is over time, the reputation is going to get damaged.

Customers are going to start to leave you. All of a sudden, you'll go out of profit, and you'll have to jump back in the business and resolve it and solve it. We don't want to be there either.

As you grow, you're going to dance around in all these different areas. You're going to be up to here, and then you're going to go up to here, and then you're going to go up to here, and then you're going to go up to here, and then you're going to go up to here. The aim of the game is to get to a place where you finally get to here, and that's where you find a sweet spot, where all of those three things come into balance.

I can promise you one of the most satisfying ... Because Rachel made a comment that said that Josh loves money at the start. He made me hot under the collar.

I don't know necessarily if that's true, but what I love is this. When I was there, that was just the most amazing place in the world. You know the entrepreneurs that are there, because they are just killing it.

They have to do so little. They get paid so well, and business just becomes super fun, because you can do whatever the hell you want. You can enjoy whatever the hell you want.

What's cool is you can't keep growing at this point. The point is you can't just keep growing and growing and growing, because this will fall apart, but as soon as you get the business here, you can focus on something else. You can focus on a new business, consultancy or something else, so you make loads more money.

You still keep yourself busy, but it's more satisfying work. It's this way you want to get to. This is the point where if you want to sell a business, this is where you get the three to six times profit.

It might even be higher. It might be a multiplier of revenue, but this is what people want to buy. They want to buy that sweet spot.

No one wants to buy a job. No one wants to buy a business where your clients hate you. No one wants to buy a low margin business.

Get that bit right, and that's where you want to be. The challenging bit is getting here and staying here. We're working more and more with clients.

I did a podcast very recently just about behind the scenes with seven-figure entrepreneurs. I'm meeting entrepreneur after entrepreneur that was at a million pounds, and they grew up to five million, and they're making less money at that five million than they were at the million. They're absolutely hating their life.

They've got cash issues. They've got loads and loads of problems. The one I gave you second year, the 2.3 million, they made like four grand of loss or four grand of profit for the last year. We've got a great client on our books, and he has shops. His whole thing was we were talking for ages about the fact that how do we get this profit up in the shops? We're looking at it.

We're trying to work out is it marketing? Is it sales? One of our FDs looked at the whole thing and said, actually, these two shops are profitable.

Your mistake was opening this third shop. If you close that third shop down, your profit just goes up across the whole group. It's just this concept of because we get to a point where the business is working well now, what happens if we double it?

We've got two shops that are really profitable. What happens if we add a third? We just keep growing and growing and growing, and that's what actually cripples the business.

You want to find a sweet spot. I'm not saying you can't grow. I'm just saying you need to get really strategic, really understand where your sweet spots are, and when you find one, you want to stay there.

If you're going to move away from that, you need to think so seriously about doing it because you will go back into the mess, back into the deep, back into the dark, and then it will take you three or four years to get out the other side. This is what we're doing on a business model. At the top of your business model, you'll see here, you've got sweet spots.

This is one of the final bits of the puzzle. Dec, if we can just go back to the laptop, please. What John can then do is he can start to play around with the sales.

John might go, how many patches of sourcing would you want to do a month, John? What are you trying to get to, do you think? 46 a month.

All right, I was going to say. Crikey. Very ambitious.

You're busy now, I was going to say. Let's say six sourcing and six project management, let's just say. Six sources, six project management.

What this will do is just start kicking out some numbers. I'll start to bring this together for you in a moment. What you can see right now is if John's saying at six sourcing, 6pm, this is where he's going to be in that sweet spot where you've got enough money coming in, he can deliver it well, and he's got enough to pay for a team, well then this is what this business is going to actually look like.

I'm now going to talk you through this last bit, which is your overheads, which brings this all together. To do this, then I'll take you through it in more detail. That's your sweet spot.

How big can you get where things actually work? At the letting agency for me, it's 375 rooms. We stayed there for about two years, and it was an amazing place to be.

It was tempting to grow, but we didn't. We just stayed at the same size. How big are you going to get to?

Back to the slides, please. The final part of this is then your overheads. Basically, we can do a reverse equation for this just to wake our overheads, because if we've got our target for our net profit, and we know what our gross profit is, the overhead's the bit that sits in the middle.

If you do your net profit minus your gross profit, the balance in the middle is your overhead budget. You can work it back. Overheads, other words for this would be fixed costs or indirect costs.

These are basic things that do not move with your sales. Pop quiz. Would an office lease be an overhead?

Correct. Well done. Team members' salaries?

I think, Jared, you've got the most stars so far for the day, so well done. I'd put salaries. Salaries is a term I use.

That would be an ongoing thing, a monthly cost, a PAYE. Yes, you might be right if it's a sales team member, and they are paid on variable costs. You might put them into your variables.

This room at the Belfry, is this an overhead? You've rented the room? Is it?

Would we pay for this room if we didn't have an event? Essentially, yes. This could be an overhead.

In actual fact, it's not. It's a variable cost, because we wouldn't use this room if you guys weren't here, if you guys didn't come. You could argue either way is the point.

Some of these things aren't going to be exactly clear. You want to decide, well, where would it sit? This could be an overhead.

This could be a variable cost, whatever it is you want. In reality, we've got it for the entire year, so yes, you'd probably put it as a fixed cost. You want to allocate your overheads.

By working this all through, we've now got a budget for our overheads. We've actually got an amount that we can allocate our overheads to. We want to decide how much we're going to spend to run the business, what the cost of actually running the business.

Team members, office, costs, marketing, admin support, any subscriptions you need to run the business, these will all fit into those overheads. A key point on overheads is lean, clean, and full of steam. You want to be in a place where you can to make your overheads as lean as physically possible, because it's overheads that cripple the business.

All is good when the sun is shining, when the business has been growing and growing and growing, people make their overheads get bigger and bigger and bigger. There's an advantage to growing your overheads rather than your variable costs, because it can actually keep costs down for you, because you're committing, you're being loyal, and you're committing to stuff as opposed to the variable cost model. However, if you take a dip in sales, and your sales were up for 200 grand for years and years and years, COVID hits, and your overheads are 100 grand, and your sales dropped to 50, you've now got a net loss of 50, and you can't really change that quickly.

That's why so many businesses had issues with COVID. That's why restaurants went under, and so many businesses have been shaken up so much with COVID, because the top line fell, and they had such high overheads that they couldn't sustain them for very long, and all of a sudden, boom, they're gone. You want to keep your overheads as low as you possibly can, whilst still running the business to the highest possible level.

In my first trading business, it was 10K a month. We knew we could spend 10K a month on our overheads every single month, and the business would work. At U of T, it's probably about double that at this point, but this overhead number should have a very important cost in it.

What do you think it is? What do you think it is for John? Yeah, well, you pay yourself.

Who likes working for free? If you do, we've got plenty of jobs for you as a property entrepreneur. I'll put you to work at U of T, but if you don't, you probably don't want to be involved in these businesses, because you need to get paid.

If you're planning to work in your business, you might as well get paid. At the moment, I take two things from U of T. I get a managing director fee every single month for managing the business, and then I also get an hourly rate for any client work that I do in the business, which is starting to come down.

We're about to ... Next year, we're going to take on someone in sales, so rather than that be a shock to the business next year, I'm going to start paying myself, because I'm doing it at the moment, a percentage of all the sales I make, so that I'm getting paid that, so the business is being built around that money going out, so when we replace me, it's not a shock to the business. You need to get paid for the roles you do in your business.

It's all very well saying, you know, I make 100 grand a year for my business, but if that's pre your drawings, you don't make 100 grand, and that's really important, so you want to build a business around you getting paid what you need to get paid. At the bottom of the model, you've got your overhead budget, so if we switch back, please, bless you, what you'll see is as a result of the work we've been doing, and we've just filled in one, two, three, four, five, we've filled in seven numbers, and as a result of that, we've now got a business model for John, which is basically saying he's going to earn £21,600 per month when he hits two lots of six deals on his sourcing of PM.

His COGS are going to be £2,700. His gross profit is going to be just under £19,000. His gross profit margin is going to be 87.5%, which is a great margin. His overhead budget, based on the fact he wants to earn 25%, is £13,500, so now what John can do is he can start allocating his overheads, and there's a little plus sign over here, so what John can do is he can just start putting numbers into here for all the things that he wants. Now, we've set up some examples within here, so you've got zero, insurance, virtual assistants, et cetera, team members, so what John will do is he'll go through and just add anything in here that he feels like he needs until he gets to a point where either he's allocated everything or he's over-allocated. At the top, you can see in the green that right now, we've still got £2,645 left to actually allocate to the overheads, which basically means John can spend more in the business to actually run it, or he can actually increase his net margin, so we could say, right, if John went up to 30% net margin, or 35% until he gets to, let's go to 40, yeah, so he'd just be about 37.5, yeah. Based on this, if John was to do six deals, sourcing six deals a PM, and he was to spend, and he was to target 37.5 net margin, he'd basically be able to spend £10,800 on his overheads, and he'd generate £8,100 a month of profit, £97,000 for the year in total, okay? So just by doing this exercise, we've basically done John's business model. I appreciate he needs to work his way through, but the whole point of this is once you've got to this point, is you want to, it's not just, oh, that's my business model, I'm done.

It's John that needs to spend time with this, and go, right, what if I increase my sourcing fee up to £4,500, and then I actually reduce the amount of units I do down to four, and then I actually increase my PM fee by up to double my PM fee, and then I actually pay a PM £600 a month, etc. And this is the point, John can play around with this until he gets to a place where he's really happy as to what the business needs to be, and what it needs to actually look like. Are we following that?

Of course, we're going to be doing some work on this in the community as well, so you'll get this template, you'll be able to build it out and come to midweek mentoring, and then we'll work our way through this too. So we've basically put in seven numbers to get to a place where we've got a clear business model for John's business, which is great, and it's the starting point, and then you can build stuff out from there. I'm going to go through a few final bits, and then I'll answer some questions.

I'm a bit short on time. So, rule number one is don't break the rules. By doing this, you're going to have five rules that you need to follow.

The first is your minimum price, so what's the minimum amount you need to charge to your clients? You're going to have your minimum gross margin, the minimum gross margin that you're going to operate at, your minimum net margin, so the minimum amount of profit margin your business is going to make, your maximum overhead budget, so max you can spend on running the business, and your maximum size. Minimum price, minimum gross margin, minimum net margin, maximum overheads, and maximum size.

I'll post that in the community so you guys have got it as well. You're going to have those rules. Those are the rules of the game, and rule number one is don't break the rules.

That's what you need to do, and that's what you need to follow. Follow those rules, and your business will work its way out. It's not going to be perfect, but you're going to have a guiding compass for you each and every day, and that's going to result in way more profitability in your business as you go just by doing that exercise.

A few top tips. The first is sell packages and solve problems. You need to sell packages to people which are going to solve their problems, and that's how you get that premium price point.

This is something that Shiv shared with me. If you are worried about increasing your price, worried that no one will buy, you can increase your price for every sale. Every time you do a new sale, put your price up by five percent, and just keep doing that until you get a bit of resistance.

Stop, take stop, build some more assets, create more value, and just start doing that process again. That's how we took his price up from about three grand up to about 14 grand, which he's at now. Sweet spots are sweet spots.

When you get to a sweet spot in your business, it is a sweet spot, and you want to stay there. That is the enjoyment in business. That is when you've made it, when you get to that place, is when you've absolutely got to that sweet spot.

Don't break the rules. You're going to have five rules, don't break them, stick to them, and tangible targets. So all of these metrics then become targets for your business.

A minimum sales target of 20 grand a month, a minimum price of XYZ, maximum that we're going to spend in our business on running the business. These all become tangible targets, and these are the things you use to guide and operate your business. Honestly, ladies and You will have your most lucrative year on record in 2025.

You need to get this now. This has been the theory. Now it's time to go out and execute, and there's a few ways we can actually help you do this over the course of the next few weeks.

Some of you are going to take this away, and you are going to ... Well, there's going to be three categories. First category is some of you that will just listen to this and do nothing, and that's unfortunate.

Hopefully, it's not many of you, but there are going to be some people in the room that do that. Second category are people that are going to listen to this, they're financially minded, they're going to get it, and they're going to build it themselves, and that's absolutely awesome. Good for you.

You can log into the Facebook community, and I'll support you where I can. Third category are people that really want to do this, but aren't necessarily in the place where they're actually really confident to do this. I'll give you everything you need, but some people will struggle to maybe pull this together and actually make this happen.

So there's a way that we can help you with that, and that is a U of T review. So if you're in that third category, and you feel like you need the help and the support, and you want some one-to-one support with me, normally these are 30 minutes long. We charge £697 plus VAT, and they're unlimited.

However, for you guys, it'll be 40 minutes, it'll be free of charge, and we're going to do it for five people. So if anyone wants help with this, they want one-to-one support and help, they can book in for a U of T review. It's with me.

I'm not going to be doing this forever. I am buying back my time, so there's less and less time I'm going to put into these over the period of time. That's what's gone down to five, where I used to do ten.

You can sign an NDA in advance, so literally, it's all private, confidential, nothing shared about you or your businesses. I'll review all the context in advance, so you send it all in advance. It's a high-value session.

You'll get a U of T report and recommendations after as well about what it is you need to do, and how you can actually implement that in your business. So you get 40 minutes of value, then I'll send you a report and recommendations after, so you can go away and work it in your business. Free of charge for five spaces.

This is the QR code. The only kind of criteria I'd set is you really need to be at a minimum of £100k of revenue to book on to one of these and get the value from it. If you're not in the category, it's probably best you check in and use the community for the help and support.

I'm 100% out of time, unfortunately, so if you have any questions that you want to ask, I suggest do it in the Facebook community or log on to Midweek Mentoring. Thank you so much. Let's finish with a huge round of applause.

Thank you.

[Rachel Davies] (1:45:17 - 1:48:17)

Thank you very much. That was really good. Who found that valuable?

Hands in the air. It was really good, wasn't it? It's one of the most valuable sessions that you're going to have on Property Entrepreneur, so hopefully you took good notes on that one.

Having a business model can make the difference between making a fortune and making a loss, so it's super, super important, and I think you all understand how important that session was. And it's essential for your homework. I just wanted to point out you cannot have a business plan without a business model, so this is something you're going to need to do for your homework.

And then just to reiterate one of the points that Josh made, beware of your ego. This is the entrepreneurial curse sometimes. Bigger is better.

No, it's not necessarily. More revenue does not equal more profit, and Josh knows this better than anybody else. What you should be looking for is that commercial sweet spot in your business where you've got maximum optimization and perfect client service.

He talked about it earlier. It's so important to reiterate that. And when you're in between sweet spots, it will look a little bit different, of course, because you're trading profits for growth, but that's a super, super important lesson for you all to take home and learn.

The homework for this session, two key things for your business plan. Complete your bulletproof business model and then create your future forecast for 2025, 2026. Now, Josh is going to help you.

I know he didn't have time to do questions there, but he is around in the breaks. You will be able to ask him questions if you need to, but he's also doing midweek mentoring on the 12th of March. So if you want to tune in, get some more help that's specific to your business.

He's going to walk you through this in practice. He's going to get you set up and do that in a little bit more detail. So please put this on your action list right now.

Don't forget this is absolutely essential for you to tune in to the 12th of March. Okay, that's week one. And now it's time to do our new feature, the PE AI showcase, which is where we get members of the community in to share their experiences of using new AI tools on the market.

And we've got a very special guest speaker in for you today. So this guest speaker, he's one of our very own. He's on the property entrepreneur board.

He's been financially independent in property since 2014, but he started, succeeded and failed at times doing service to accommodation. When he got to the point where he understood what the model he needed to pull together, he then went from zero to 10K a month in profit in less than 12 months. He then went on to scale that business to make a million pounds revenue a year.

He then went from loss making to 30% net profit. He wrote a book about it, Predictable Property Profits. And he, since then, he is now a mastermind coach and mentor.

He's done over 3000 hours of coaching with clients to get them to their success levels. He's a father of three boys. He's a family man.

I want you to give him a massive round of applause. He's here to tell you all about how to fix your email nightmares using AI. Give him a massive hand.

It's Mr. Senod M. Walton-Lee. Thank you.

[Tsen Wharton] (1:48:28 - 1:54:14)

Thank you so much. Am I on? Can you hear me?

Thank you for such a lovely intro. That guy sounds cool. Pleasure to be here, folks.

Let's get started with your first showcase. So I have a question for you. How many of you feel overwhelmed by your email inbox on a regular basis?

That's looking like quite a lot of you. Well, imagine that you had some clever AI assistant to literally cut through all the noise and help you focus your attention on just the highest value activities. Over the last couple of weeks, I've been trialing this tool called Fixer AI, which has pretty much been a game-changer to my workload.

And this is what I'm talking to you about today. It was founded by a pair of British brothers. And interestingly, it was founded based on one particular feeling, a feeling that the founder hated.

So imagine the scene. Busy day at work. You're being bombarded by email.

You're on back-to-back video calls, barely remembering what was said on the calls, what the actions are. And you get to the end of the day, feeling like you've barely accomplished anything. You guys relate to that?

This was the feeling that founder Richard Hollingsworth wanted to eliminate, which is essentially what they have done. Fixer AI is essentially a smart AI executive assistant that will help you save an hour a day plus by essentially writing emails and meeting notes. That's what it pretty much does.

And fun fact about the founders, this is a British company. They had been in the industry of executive assistant services for about the previous 10 years, so they knew what they're talking about, and then figured out an AI solution. And they have just blown up since last year.

You may or may not have seen adverts on your Facebook, if something's on the head. Now that I've mentioned this, you'll probably start seeing this more and more often. But I started noticing this a few weeks ago, and it was only at the session last month that I was in the gym, in the belfry, listening to a podcast, and I heard an entrepreneur, Andrew Wilkinson, who wrote the book Never Enough.

He mentioned this on a podcast, this tool Fixer. And it was just since then, jumped on and started using it. So that's what we're talking about today.

I meant to mention as well, fun fact on the founder, if you look him up, and Richard Hollingsworth, he literally looks like Matt Damon, the actor. It's uncanny. Really cool.

Anyway. Back to the showcase. So first thing we want to mention is why is it valuable?

This can literally save you five hours plus per week. So studies have shown that on average, entrepreneurs are spending between five to 10 hours a week managing their email. You might be more, you might be a bit less.

Even if you have an assistant to help you do it, it doesn't rule out the benefit of this. This will actually amplify and benefit the whole game. And this estimate of an hour per day, yeah, I pretty much vouch for that so far in the short test period.

The great thing is it's so super easy. One of the things Rachel didn't mention in my intro is that I'm a bit of a technophobe, a bit of a Luddite. Anyone else like that?

I'm not an early adopter. I'm not trialling tons of different technology and looking for the best things, but I have a very conscious, intentional objective this year to make one AI level up per month. That's one of my professional objectives.

And so I have a big reason why I'm doing this, but I don't take to it naturally. And the reason why I share that is hopefully so you guys can relate to jumping on board with a tool like this, that you don't have to be super quick with technology. This makes it so easy.

You can literally connect with Gmail or Outlook in under a minute. And then you're working inside your email tool. You're not working in a different platform.

It's literally that clever. You can be up and running, ready to go. So saving up to five hours per week eliminates inbox overwhelm.

So this is one of the nightmares we want to help solve. If you're anything like me, my inbox can get so full of all types of email. When you open it and look at it, there is that sense of overwhelm.

The definition of overwhelm is when you have no priorities. And so what this is helping you do is automatically prioritise where your attention needs to go. I'll show you some examples later on.

Ensures faster responses and better communication. So because this AI tool is learning from your language, from previous responses and emails you've written, and it only gets better by the way, emails are created for you. So not only is your attention taken to the things you have to focus your time on, rather than low value things, to actually get a response done is faster.

Keeps operational costs low. So anyone here got a virtual assistant to help with their email? So just by, yes, this gentleman.

What are you paying per hour if you don't mind sharing? Four dollars an hour. So across a week, across a month, roughly what's the spend?

Okay. Oh, has it gone off? Ah, sorry.

Well, let me, I'll chuck it so you can say it one more time.

[Speaker 7] (1:54:17 - 1:54:25)

About $4.30 an hour, which probably works out as about $2.50 a month, roughly. Awesome. Similar to our virtual assistant that's in the Philippines.

[Tsen Wharton] (1:54:26 - 2:11:42)

He's in the Philippines. Perfect. So what this is sharing is that a lot of the efficiency you get from having a virtual assistant managing your inbox can be done at a fraction of the cost.

This app, once you've done the free trial, is £27.60 a month. That's it. It's not by hour things, £27 per month.

And I can tell you that I've worked the virtual assistant since 2014, and the assistants we've had in previous years who've prioritised emails, haven't even drafted great responses, have been in that kind of range or even higher. So this in itself, huge operational cost saving. And then data driven insights that help enhance decision making speed.

Again, this is based on understanding you, your language patterns, your tone of voice, how you've responded to particular clients in the past, subject matter you've talked about, it's constantly learning and improving. And so it gives you better and better suggested responses. And then best of all, it works while you sleep.

So whether you are on a plane like Adam flying over from Bali or whether it's just a normal night and you're waking up, instead of waking up to a crazy inbox, you're waking up to a structured inbox that you don't need to jump into first. You can get to important work and hit the structured list later in the day. That's what we want you to be doing.

So to summarise high value functions, there are four key high value functions. This is a very simple tool, but it's super powerful. So number one, automated inbox sorting and prioritisation.

So when I show you a quick look at the back end of Fixr and then in my inbox, you'll see it can give you up to eight categories, colour coded, very simple to use. You don't have to dream up what categories to create. I remember the nightmare I had with virtual assistants even deciding which folders to create.

This does it for you, automatically puts them in and you can pick which folder to go into. Absolutely brilliant. Number two high value function is smart email drafting and suggested replies.

This, I'm going to show you some examples. It's just brilliant. So I mentioned that it's learning from you constantly.

There's a statistic that our Matt Damon friend shared in one of his videos. You should look him up on YouTube, by the way, because I promise he looks like him. That 63% of the drafts that this tool creates are sent without any edits.

They're that good. And the memory of this, of the AI means it doesn't forget anything that's been said or written in the past. It just keeps adding and layering smarter and smarter responses.

And so when you do have to do any edits, it might only be one or two little words. Absolutely brilliant. So it really speeds things up.

Calendar scheduling and integration. This is brilliant because it's linked to your, say, for example, Google calendar or Outlook calendar. When you get emails requesting time for phone calls or meetings, it can automatically suggest what works for you and even a business partner or a colleague.

It's really cool. So that saves time. It reduces the cognitive load on your brain or your PA, EA's brain to go and think and find the time that works for everyone.

It saves several emails to go and coordinate. And then meeting summaries with clear next steps from video meetings. So just like you guys probably used Otter or Fathom before, in the same way, it is joining your Zoom calls, video calls, and straightaway it's summarizing what was discussed and drafting emails with clear actions and next steps for everyone.

I should add in that Fixer doesn't send emails on your behalf. It can't do that. So you're protected from anything going out the door.

It just creates the drafts and you or your PA, EA will do the final sense check, delete the option you don't want, and hit send. So very, very cool. And then, again, the memory from the phone calls.

So not only is this having an impeccable 100% record memory of your emails and what's been said in the past, phone calls as well. So just imagine that you're on a client business development call and there's some personal nuances shared about your client who's got, I know, their kid in a karate competition and they're going on an Easter holiday to France. That's said in a meeting, it's remembered, and perhaps an email conversation down the line, you can have your AI assistant draft these very personalized responses that refer back to, oh, how did your kid get on in that competition?

What about that trip to France? I'm planning a trip to France. Any suggestions, recommendations?

You can see I'm pretty excited about this. It's very, very cool. I'm going to show you a couple of screenshot examples that happened in just the last week, and then I'll take you live onto the laptop.

But as these were happening, I was knowing this was coming and thought I'll take a few screenshots to share some scenarios. So this is a, this is, the bottom half shows two images of one of my flats in Edinburgh, and it was sent from my property manager, as in the letting agent, who was, I'd emailed, we had a few back and forth emails, I had to replace two sofas in a small one-bedroom flat, and one of our property manager in our business had found this really great supplier of X-display furniture, like dirt cheap stuff that comes from a X-display shop in Glasgow, and this knockdown price furniture was in a three and a two-man size, and so I'd sent by email, would the flat fit a three-person and a two-person sofa? And he simply sent back an email with two images, essentially saying, this is the size, tell me what you think.

What you're reading here are the suggested options from Fixer. Now, it has been clever enough to pick out that there are pictures in the email that was sent to me, and so it said, thanks for the photos, Lewis, the space seems sufficient for the three-man and two-man sofas, let's lock them in if they're still available. Now what it's not doing is, it's not clever enough to look at the images and measure the dimensions of the room, but you get the picture, I can then say, actually I can see it's a bit tight, it needs a two-man and one-man chair.

Then there's the second option, if I wanted it, thanks for the photos, actually I think we'll keep it as is. It's just to give you an idea, it was clever enough to pick up that there are pictures there. Next option to look at, this is really cool, just last week, end of the month, I've got payroll, and our accountant and the payroll function had emailed me with a chaser saying, can I have the payroll information by X time?

I've got a variable payroll because two of the property managers have performance-related pay based on the performance of our service accommodation business, so I've got to calculate it based on the previous month's revenue. This is what I really liked about this, it picked up on that prompt and drafted a very clear, crisp, summarised format that I've probably done once before, I can't remember, but you get the idea. This saves me going and recreating a repeating format of email.

If I was smart enough and clever enough, I probably would have created a canned response in the past, but I never had, but what this had done is put it in a very simple format, Grace, Carys, Emma, all I have to go and do is literally do my calculation and put in the PRP, the performance-related pay amount, slot it in there. I thought, that's brilliant, I'll take a picture of this to show you guys, delete this, all that, the or, and at the top it would have said two options. Be careful to delete the bit at the top that says two options, I've sent emails before without deleting that, so all this goes and then the two options at the top, so that's your job or your PAEA's job to make sure you delete the right part.

And then the final one to show the screenshot of, this was really cool, I mentioned the calendar and scheduling integration, so we got a request for someone who wanted to speak to us, a business development call with myself and Chris, my business partner, and this came up at the bottom of the email, which is suggested times, if you look down here, based on your shared calendars with Chris, my business partner, at derralproperty.com.

So it looked at our two calendars and suggested these times, and what that's doing is looking at, it's starting to learn my pattern that generally I don't like to do meetings in the morning, that's focused kind of power hour time, so there's only one slot picked out there, but it will learn over time that I won't put meetings in, but it's got all these afternoon slots where both Chris and I could do, absolutely brilliant.

I will go to a live walkthrough quickly, if we can switch to this. First of all, starting with the app website for Fixer.ai, this is the back end of mine, so very simple, all of it, the first thing you're looking at here is the email categorisation, so these are the default categories, and all you'd have to do is tick which ones you want, I've got them all, but that's it, there's no more, no less, and if you're going to ask, can you bespoke those, this is where my technophobe bit stops, I can't tell you, if you wanted to change the name of those, you probably can, I haven't gone that far, I just run with what it's created for me, saves time, so I'll show you that in real time shortly. Integrations, you guys will either be, it's only Outlook or Gmail, so if you're not on one of those to then change your email provider.

Linked to my calendar and linked to Zoom. So that's just a quick look at that, we're going to go to the inbox now, and see what I've got. So you're getting a look inside my messy inbox, and we're going to have a look at what the different categories are showing us.

So real time, you can see the colour coding labels, I've got things are actioned, I've got notification, FYIs, blah, blah, blah, okay. Imagine you didn't see these coloured labels, what you're going to see is just lots of emails, just noise, and you have to use your eye to pick out what to look at and put your attention to. So what this is doing is preventing that, remember we said we don't want anyone waking up and being on the back foot responding to a noisy inbox, instead you want to get down to doing the commercial sweet spot, that work Josh has given you, do that first thing in the morning, knowing that you're going to get to your organised inbox in an hour's time.

And when you do, you can go straight to this tab, to respond. That's the high value stuff, that's what's most important. So let's have a look at what it's doing, where you're seeing draft, these are all drafted emails, being done whilst I'm working, doing other things, working high value stuff.

So let's check out and see what we've got here. So what does it say? Good morning, Sen, I wonder if you can help.

I've just sold my Lamborghini super yacht to Conor McGregor and have a substantial sum of money that I would like to invest in a combination of rare super cars and commercial property. I've noticed you on the property circuit and here you run a world-class mastermind group. Please, can you summarise how you might be able to make me a billionaire by this time next year, starting with a seven and a half million pound pot?

Secondly, I very much admire your perfect quiff. I noticed Darren Hardy has copied your haircut and would love to know your secret as to how you achieve such a perfectly shaped quiff and what products you use. Wow, this time next year Rodders, thanks in advance.

Okay, so that's an email I got in. Let's see what Fixtur has done. So here you go, there's two options.

So this is what I'm saying about two options. So you guys have a quick read. I won't read it out to bore you.

Say again. Zoom in. Okay, I'll read it out then.

Option one. Hey, Chris. Love it.

Turning seven and a half million into a billion, let's just say we have some high-octane investment strategies up our sleeves, especially in rare super cars and commercial property. When shall we catch up and discuss? As for the quiff, it's all in the technique, mate.

Happy to share my secrets over a pint. Cheers. Or, so what this is doing is maybe picking up an informal language that I might have with Chris.

If it's from someone else, it might be more professional in the greetings, the salutations, the sign-offs would be different. Option two. Hey, Chris.

Love the enthusiasm. A billion by next year sounds ambitious, but I'm all in for some high-yield, rare super cars and commercial property investments. Just maybe not all at the same, not all at once.

Hey, quiff game strong. You know the secret. Cheers.

Which option do you like best? Second? All right.

So what I do is delete the top half. Make sure I get rid of this two options bit. That's where I've been caught up before.

It's easy to miss out, especially if you're choosing the top option to go with. So that's it done. I can hit send.

Easy. And so on and so forth. There's lots of that.

There's one on a serious note. Here is a email from. So we, like many of us, work with on point.

Here is an email talking about doing a product transfer for one of our properties. You guys might have seen similar kind of emails like this requesting information. And fixer has gone in with two options.

Again, acknowledging what's being asked of us and explaining what we're going to do and we can choose what to do next. So one of the big shifts that we're having is taking our P.A. from being a P.A. to an E.A. And one of the shifts for that is to own the inbox and come to me only with things that require decision or direction. And what we're having in the last two weeks as a benefit of this is that Danny, our P.A., is getting through the inbox so much faster because there are options to respond back to and not having to come to me with as many questions. The aim being so she can focus on higher value tasks that help support the growth of our business, the more personalized, high value touch points with clients we work with, et cetera, et cetera. So that is a very quick demo of how the drafts are working, how things are being categorized. I need to give you an idea.

Marketing emails. Look at that. What have we got in there?

Ten emails. Imagine if your eyes had to look at that. That's all just from today.

So if that's just sat in your inbox, either your eyes have got to look at it or you've got your virtual assistant in the Philippines or wherever doing it for you at $4 an hour. This is doing it all for £27 per month. So if you don't already have a virtual assistant, this is absolute bare minimum and it will be game changing, I'm confident.

Any other questions on this before I go back to the final slide on the slide deck? I think we'll go back to the slides and share with you that what I've got here is the opportunity for you to go for a free trial. There's a QR code if you would like to trial this.

In full transparency, whilst I have no affiliation to Fixer, I've got a refer a friend link here. And what that does, because now we're all friends, if you were to sign up for this and subscribe to it, it would add a $25 credit to my account. But the aim is, you know, that's not going to cost you anything.

But when you sign up and you introduce friends and family, et cetera, you can do the same thing. Give them a refer a friend link and it will give you $25 in your account. And as I say, it's only £27 per month to do this.

So I'll leave that up if you haven't got it as yet. But how are we for time? Do we want any questions or do you want to leave it there?

Right. Mike over here. Thank you, Bianca.

[Speaker 6] (2:11:46 - 2:12:00)

Does it integrate with Asana? So if the email coming in or even the proposed email going out has got actions for you to do or somebody else to do, does it integrate with Asana and they become tasks within Asana to actually complete?

[Tsen Wharton] (2:12:02 - 2:12:34)

You probably guess what I'm going to say. It's a really great question and way beyond my technical ability. I'll look into it.

I honestly don't know. I would hazard a guess that it doesn't at this point, because the only integration I'm aware of are Gmail, Outlook and Zoom or your video call. I'm confident there will be an integration with something like Asana in due course.

But I think this tool is still pretty new, but it's out of the blocks with great impact.

[Speaker 7] (2:12:40 - 2:12:52)

As far as the calendar side of things, where it's suggesting all of those slots, do you have to create placeholder slots where you'll be available or has it just literally looked at where you have gaps and just goes?

[Tsen Wharton] (2:12:53 - 2:13:35)

So if I booked it all out with existing appointments, then it wouldn't go for that. But where it finds a bit of white space, so I guess rather than putting in a block of, well, you know what? Again, because I haven't tested it to this extent, if you put in a two hour window to say this is for calls and meetings, would it be smart enough to get on that?

I'd have to test that, honestly. I would assume it's looking for the blank space where nothing exists. But yeah, I want to try, because that would be good if you just know that that's time for meetings in the afternoon between two and four.

Great. Yeah.

[Speaker 7] (2:13:35 - 2:14:03)

I'm wondering if it has the intelligence to do something like, if there is an appointment to go to and there's an address, part of what you can do in Calendar is to be able to get it to predict how long it's going to take to get there and then put in the journey time so you don't overlap and not have enough. You guys like your advanced techie questions. Crikey.

Let's keep it simple. No, I'm just more amusing whether I'm wondering if it might have the ability to work that stuff out.

[Tsen Wharton] (2:14:03 - 2:14:03)

You know what?

[Speaker 7] (2:14:04 - 2:14:05)

I'm not really asking. I'm more amusing.

[Tsen Wharton] (2:14:05 - 2:14:15)

I would imagine, why not? This thing continues to learn. Whether it can link in GPS, travel time, Google Maps, all this kind of stuff.

[Speaker 7] (2:14:15 - 2:14:26)

I mean, the Calendar has the function to do that. I'm just wondering whether this is able to just activate what the Calendar can already do. Interesting.

Why not? Great question for their support team.

[Tsen Wharton] (2:14:27 - 2:14:35)

There you go. Awesome. Thank you very much.

[Rachel Davies] (2:14:44 - 2:16:37)

That was really good, wasn't it? I think with things like Calendly and other tools, if it isn't integrating already, it will do soon. Most people used to using Calendly, like it's an appointment calendar.

It looks at the blank spaces in your diary. That's how it does it and that's how it knows. There's definitely got to have something in your diary for the space for it to be able to do that.

That's how Calendly works right now, but integrations will be coming if they're not already here. Maybe have a look on the Fixers website, see if there is any other information about integrations or integrations coming. Enjoy that?

It's good, wasn't it? It's a really good session. I absolutely loved it.

You heard it here first. This is all about us showing you members of the community who are getting stuck into AI, trying all of these tools out because what we want for you is to make the most of what's on the market because it's such a fast-paced market, isn't it? It's changing all the time.

Hopefully, that was really, really good and helpful to you. Let's talk about the homework that you've got for that session. I'm going to move to the side here.

We want you to sign up for Fixit. It's free for a week, so you can explore its key interface and its key features. Allow it to analyse a week's worth of your emails, then look at the draft responses and evaluate how good that is compared to how you would naturally reply, and then adjust the feedback, adjust the tone, and then let Fixit sort your emails if you think that's going to be an absolutely game-changing tool for you.

Who here has talked about having loads of emails in their inbox? Is it you, Kath? Oh, you're on iCloud.

Something for you to think about there, maybe. If you've got a lot of emails in your inbox, really one for you to tune into. It's not a lot of money a month.

It could be a massive game-changer in terms of the time it serves you. Now, we're about to go to a break. I encourage you to go for a little walk around Belfry, get your steps in.

The weather's beautiful, so go on for a walk and talk. Let's finish session one, because there was a lot of information there, wasn't there, on a huge round of applause, and be back in the room by 12. Thank you, everyone!