**PEP 25 Edited\_Transcription**

[Speaker 3] (0:05 - 0:25)

Welcome to the official property entrepreneur podcast with myself, Daniel Hill. On this strip back podcast, we're going to be going behind the scenes with special guests to provide insight and inspiration on all things business, life, and the actual realities of high performance in practice. Success and failure are both very predictable.

We hope you enjoy.

[Daniel Hill] (0:30 - 0:51)

Right, we are live. Property entrepreneurs, ladies and gentlemen, it gives me the greatest of pleasures to introduce to you a very good friend of mine, an award winning property entrepreneur and investor, and our first ever official Hall of Famer, Shiv Harrier from Lifestyle Property People. How are you doing, Shiv?

[Shiv Haria] (0:51 - 0:54)

Fantastic. Doing very well indeed. Thank you very much for the warm welcome.

[Daniel Hill] (0:55 - 1:04)

It's my absolute pleasure to have you on. Do you want to just introduce, for anyone who's not heard of you or Lifestyle previously, do you want to just give everyone a quick introduction to who you are, what you do?

[Shiv Haria] (1:04 - 1:28)

Yeah, absolutely. Actually, I think a lot of people won't have heard of us because we don't sell to the property investors market. It's just not who we market to, but we're called Lifestyle Property People.

That's the business we started in 2016. It's a portfolio building business. It's quite different from property sourcing, as a lot of people would know it.

Hopefully, we'll go on to talk about what that's all been all about for the last couple of years.

[Daniel Hill] (1:28 - 2:26)

Absolutely. Shiv has been an absolute textbook example of what's possible when you take a blueprint, you go through the gears, and you execute relentlessly. Over the last four years, I've had the pleasure of working with Shiv.

He's gone from a small startup, one, two, three man band, up to a nice big established company, doing a couple of deals a year, up to doing many. Last year, he was actually recognized. On Property Entrepreneur, it's not just all about money and deals.

It's also about personal and professional development. Last year, Shiv was actually recognized by all of his peers as Property Entrepreneur of the Year 2020. That's why we've introduced him and welcomed him as the first ever person in the Property Entrepreneur Hall of Fame.

Shiv, to give everyone an idea of what the last... We're going to start off with where you started and where you are now. Four years ago when we started working together, what did the business look like then?

[Shiv Haria] (2:27 - 3:15)

Yes. Well, the answer is it was very, very different. The first thing was that there was four people, four directors running the business.

There was me, my wife, and then another couple as well. We were, I wouldn't even say barely making ends meet. We definitely weren't making ends meet.

We were making ends meet if we didn't pay ourselves anything. We were probably doing about one deal every couple of months. The constant struggle that a property sourcing company has, which is ultimately what we started as, is either we had too many clients or we had too many deals.

Actually, at the time when we started, I don't think we had too many of either. We didn't have too many clients or too many deals. We just were starting to find our feet about what the product was that we were actually offering, what we were actually offering, and what was our company actually doing.

That's where we were, right at the very beginning.

[Daniel Hill] (3:15 - 3:45)

Very good. One of the things we talk about in start-up businesses is all you're really looking for is the proof of concept. Do lots of different things.

I'm sure you were sourcing HMOs, single lets, looking at flips, and you do all those things, plant the seeds, find one that actually grows and makes money, and then you scale it forward. You've done that, and over the last four years, you've developed that, and you've worked hard on that. Four years later, if the business started with a small team of people doing three or four deals a year, what does it look like now?

[Shiv Haria] (3:46 - 4:29)

Yes. The business started with four of us all part-time working on it, working for all hours of the day, and two couples as well doing, like you said, about four or five deals a year. Now, we do 60 deals a year.

There's a team of about 11 of us all together. At the time as well, it was very heavily dependent on my time. Now, it is heavily dependent on my time.

Not dependent. It's a good use of my time now, but it's much more of a managerial use of my time. Don't really get involved with the day-to-day running of the business.

The team right now, as we speak, are doing whatever they need to do. In fact, right now on a Friday, they'll be doing their Friday updates for all of our clients. It all just gets done without me having to read each one and approve each message, if you like.

[Daniel Hill] (4:30 - 4:48)

Perfect. Just give everyone a very headline insight to the numbers as well. Yes.

One of the things we talk about is when you get a real strategic position in the market, you can actually increase your rate to reflect the value that you offer. For those five or six deals you were doing a year when you started, how much were you charging for those?

[Shiv Haria] (4:49 - 6:22)

Yes. We were charging 2997 when we first started. It was 2997.

We were selling, like most sourcing companies, we were selling 20%, 25% plus deals. We were making no additional referral fees, no charges for project management. It was just 2997 selling 25% return deals and selling, like I said, four, five, seven of them.

Whereas now we are in a position where we're charging. In fact, I increased the prices on the 1st of March, and then I increased the prices again on the 1st of May because it's just been like the demand's crazy. We're now charging 10995 for sourcing a buy to that property.

Our returns as well have come down over the years. We were doing 25% returns off in those clients. What we found is every time we increase the price and reduce the return, we just get more people that want our service.

We've just reduced our return from 8% to 6%. There's been an influx of people that want to get on board now. Then we also, on top of that, make a project management fee, which used to be zero.

We then eventually increased it 10% and 15%. Now it's 20% of the refurb projects. The refurb projects used to be two, three grand.

They're now 10, 15 grand. We make that on top of the fee that we charge. Then obviously, we make referral fees for all of the referral partners that we use as well.

Each deal, we probably make somewhere in the region of 11, 12, 13, 14, about 14 grand, less than that, about 12 grand a deal.

[Daniel Hill] (6:23 - 7:00)

Very good. Three grand a deal doing seven, up to 12, 13 grand doing 60. Everybody who's listening is going to want to know.

There's nobody listening that doesn't want to own a business like that. Everyone's going to want to know what's the actual journey like to get there. We all know it's not sunshine and roses.

If we were to take people through, if we were to spend most of this call taking people through that journey, what would you say? We talk about businesses step changing. They don't grow linear.

They grow cyclically and they step change. Through that journey, when you started, what were the biggest problems you had as a startup and how did you overcome those? Because lots of people listening to this will be at that stage right now.

[Shiv Haria] (7:01 - 8:23)

Yes. The first issue that we had was we were trying to figure out what we're actually selling. Then we got a bit of a rhythm in selling that thing.

Eventually, we decided that we're going to take people's money up front. Rather than charging them in stages, we're going to charge them up front. That actually worked really well because we charged them up front.

We'd have to remember to keep invoicing and then they paid. The problem was then we ended up having lots of money in our account. Again, let's talk about what we mean by lots of money.

At the time, we had 60 grand in our account. We're like, oh my God, we've got 60 grand in the account. Made it.

Yes, made it, honestly. It was actually the day before my business partner was about to come to the retreat on the board to write the business plan. I said to him, I need to speak to you today because I've been through the numbers myself and we'd realized that we'd actually spent the 60 grand in fees, but we hadn't actually delivered the products for a lot of these people.

We were in a black hole of 60 grand. The first challenge that we had was just managing finances, I suppose. Then that was kind of like the first year.

I think what we teach or what we've learned on Property Entrepreneur is, like you said, because it's step changes, you can't solve everything in the first year. You've got to take one thing, solve that thing. It would take a while to solve that, then move on to the next problem, then move on to the next problem.

The first challenge was the finances. The next challenge after that was because of the finances, it caused me and my current ex-business partner to have a bit of tension.

[Daniel Hill] (8:24 - 8:38)

Because everybody's going to be in the same boat. Every startup lives on the bank balance rather than the balance sheet. Everyone who's listening to this is like, it's all the same.

There's money coming in and out. We don't know where we stand. There's money in the bank, but we don't know if we're making money.

How did you overcome that?

[Shiv Haria] (8:39 - 9:18)

That was to get a bookkeeper involved. One of the things I realized is I could do this stuff, but my time isn't being spent wisely looking through the books and working all that stuff out. My time is being spent wisely at that time delivering products.

We got a bookkeeper involved. It wasn't just get somebody involved. It's get somebody involved, and then you've got to talk them through about what you want them to do.

Every week, we have a weekly meeting of here's the income, here's what's going out. Every month, we have a monthly meeting. All these things are just in the diary, and they just happen because they're in the diary.

How we solved that was basically by putting some checks and balances in to make sure that we never ended up in that same position again.

[Daniel Hill] (9:18 - 9:26)

Cool. Basic finance, get zero in place, get a business model in place, P&L and a balance sheet. How often do you release those reports now?

[Shiv Haria] (9:27 - 9:34)

On a monthly basis, we'll release those reports, and then on a quarterly basis, we'll then update our budgets and forecasts.

[Daniel Hill] (9:35 - 9:38)

Fantastic. Next problem that you face? You cracked that.

You got a hand on the money.

[Shiv Haria] (9:39 - 10:39)

Yes, I got a hand on the money. Because of that tension that was caused by that finance problem, it was actually too much for our, at the time, partnership to bear. In the end, I bought my ex-business partner out.

Then it was me and my wife working at that stage. We went traveling. We came back for a little bit, and then we started solving the problem of, hold on a second, we need to grow the team a little bit because I can't be doing everything.

Then we started to grow the team and bring on board really good talent. I remember actually thinking to myself, how are we going to grow this? I've never done recruitment in my life.

I've never wanted to be in recruitment, but there's no one else in my team. I don't have an HR person, so I've got to do it myself. At the time, I was listening to what we were doing on the board at the springtime, and it was all about recruitment, learned all the steps, and just followed it.

I think one of the notes to add is, I don't think I've done anything special. I've literally just followed the blueprint. To tell you the truth, Dan, and I've told you this lots of times, I literally just look at what you're doing.

I follow it. I copy it. Copy is the right word.

I don't follow it. I copy it.

[Daniel Hill] (10:40 - 11:13)

The key there as well is, probably on Twitter, the blueprint's on us. We'll give you the blueprint. The execution's on you.

We all know that's the tough bit. I think where you've shone definitely in the last two or three years has been your ability to execute. That's paid huge dividends.

With the recruitment side of things, again, lots of people will be listening to this and thinking, well, that's all well and good. You're making half a million quid a year. You can go and recruit as many people as you want.

You weren't doing that at the time, and you weren't recruiting. Did you have the money to recruit? How did you justify spending money in those early days?

A lot of people are hesitant to do that.

[Shiv Haria] (11:13 - 11:24)

It's a great question. On the wealth dynamics spectrum, I'm a tempo, as you know. Tempo is like, I don't spend my money well.

I want to keep it in the bank and never spend it ever. That's my ideal scenario, or that's what I want.

[Daniel Hill] (11:24 - 11:26)

That's definitely true for anyone that's listening. I know you're doing well.

[Shiv Haria] (11:26 - 12:09)

As a result of that, even at the point that we had money, even right now when we've got money to spend, I don't want to spend it too staring. I want to make sure that I'm spending it on the correct things. The first thing that I remember we learned on the board was, you need to get yourself a VA.

I said, right, let's get ourselves a VA. I don't know what this VA is going to do, but let's get ourselves a VA. That VA quickly became our sales progressor, the main person in the business that runs everything.

They were supposed to be someone that helps to do everything. Slowly over time, I handed more and more stuff over to them, so they became the person that did everything. Then I could then take a more overview of what's going on, as opposed to just being involved with everything that's going on.

[Daniel Hill] (12:10 - 12:33)

Very good, understood. Top tip for everybody is, start off with pay-as-you-go, VAs, PAs. Pay them as you need them.

Once you get that confidence level of having people in the business, you'll realise that your team are not an expense, they're an investment, and we're not spending money, we're investing it. When you get that taste and realise you get an ROI on time or money from everyone you recruit, your business very quickly step changes.

[Shiv Haria] (12:34 - 12:46)

Of course, you might have to spend a little bit more money to start with. Our first VA, we paid her £30 an hour, which is like, now I know that's quite a lot of money. But we just did what we had to do, and if we hadn't done that at that stage, we definitely wouldn't be where we are right now.

[Daniel Hill] (12:46 - 13:08)

Understood. So, money and cash flow, early problem. Everybody has that issue.

Top tip to overcome it, recruitment makes a lot of sense. Split your partnership up, build the team. One of the things to talk about in Profit Entrepreneurs is, every level has another level.

Something's always broken and it's never finished. What happens next after that? You cracked the money, you got the team involved, then what was it?

[Shiv Haria] (13:08 - 14:59)

Yeah, I cracked the money, got the team involved, and then we were like, well, the only thing that we need to do now is we need to get the sales coming in the door. Because at that time, and this was only like, what, two years ago? It wasn't even that long ago, where every month I was selling for that month.

So, I needed the clients for this month so that I could basically pay the bills at the end of this month. And at that time, we were on the board and we were talking about a content kind of thing. And in fact, I remember this is the bit when I say I copied you.

I remember you did your content calendar, even to the extent that you used to take your photos. I think you still do. You take your photos in a diagonal.

And I was like, right, I'm just going to copy everything that Dan's doing. And I copied those and I copied the live videos that you do. And I just started on a daily basis putting out a content calendar, which initially was me doing it on a daily basis, and then eventually became me doing it on a weekly basis.

And now I've got a marketing person that does all of that stuff. But that really made a massive difference to getting the sales coming in. And it made, rather than me having to sell to everybody, it became a place where people were buying from us, which I think was a real game changer.

And we used to, on the board, say, or you used to say, sales solves everything. And I was like, yeah, yeah, it's easy to say, but there's lots of other problems in the business. Now, having been through that experience, what you're ultimately trying to say is sales gives you money.

And once you've got money, you can pay your way out of problems. And that's really kind of where we are right now. And so just to be clear about where we are, we've got five clients signed up for every single month.

Each one is paid, say, 10 grand for the best part of a year, signed up in advance. And all that money's in my bank. And like you said, every challenge has its devil.

I'm sitting there going, and I spoke to Binny about this the other day, what do I do with all this money? I can't use it. It's not my money.

It's clients' money. It's sat in their account. But, you know, it's almost scary how much money is sitting in the account that I need to make sure I'm using wisely.

[Daniel Hill] (14:59 - 15:32)

That's good. I mean, that's the fire beneath the feet. It's raising the stakes.

It makes sure you're getting out of bed at the time you need to be getting out of bed. You know, you've got to deliver now. And all of us, all high performers, no high performers would let anyone down.

On the content calendar, because I do remember this, other people are going to be sitting there thinking, again, that's fine for you. You know, you're confident. You know what you're talking about.

You're clearly out there. That wasn't the case. That wasn't the case before that.

Those of us sitting there thinking, I'm nervous to do a post to a Facebook Live. How did you feel at the time, and how did you overcome that challenge?

[Shiv Haria] (15:32 - 17:42)

So I've never done a Facebook Live. My first Facebook Live was unveiling the map that I bought myself, right? So I've never done a Facebook Live.

I wasn't comfortable with that. I was a delivery person. I'm a tempest.

I was in the thick of it doing this stuff. That's what I love doing. And in order to do the content calendar, I had to accept a couple of things.

The first thing is, I convinced myself that I'm doing it because I'm a producer of content, not a consumer of content. I didn't like social media, so the first thing I had to do was say, I'm only doing this because I'm trying to get a result out of it. I'm a producer, not a consumer.

So that's the first thing. Second thing I realized was, whereas before I used to take, you know, three photos of myself and then choose the best one, you can't do that on social media. And the rate that you're going, the quick pace that you're looking at, you're just going to go, I am who I am.

You know, I look like how I look. And if I'm doing a social media post, yeah, okay, I might brush my hair this way, but otherwise it is what I am. And of course, you know, obviously I know all the information.

So when I'm talking, I'm not scared I'm going to get the talking wrong. Or maybe initially I was, but I realized that the people that are following me are people that know less than I do. And I think that's the point.

There's always somebody that knows less than you do, and they're the people that are watching you. So I think it was really important just to get in, do it. Do it consistently is really, really important.

You can't just do a bunch of them in one month and then not do it again. You've got to do it every single day or every two days or every three days, however consistent you want to do it. And you've got to make sure that you're putting stuff out there that people really want to listen to.

The one tip I would give people is that people won't – don't judge yourself by the likes and the comments. No one cares about likes and comments, not even the engagement. Just keep putting the stuff out there because people will come back to you later in the future and they'll say, oh, how did you hear about me?

And they'll say, oh, I've been following you for years. You've never commented. You've never posted.

You've never even liked my post, but you've been following me for years. I think you say all the time on the board that your profile, including the content calendar stuff, is the highest value asset that you can have, and you need to develop it well before you need it. At the time that I was developing it, I just needed it, and it got working so quickly for me.

But within two or three months, I had the sales rolling in.

[Daniel Hill] (17:42 - 18:09)

Without a doubt. So, yeah, another real good tip for people there is if you're not already doing a weekly content calendar, the time to invest in your profile is two years before you need it. So it's like you should have started yesterday or two years ago.

Get going now because then in six months, a year, two years, when you do need it because somebody wants a referral, you want to raise an investor, you can then start to call on it. And you have absolutely nailed that, both the company and your personal profile. So congratulations on that.

Next problem.

[Shiv Haria] (18:11 - 20:08)

So after we had the sales problem, so we had a couple of other challenges in the meantime, but ultimately we're at a place where now the company has got to a level where it's outgrown the initial kind of teams and stuff that it was using, and now we're looking at making sure that we have the right people. So we had basically until now, for the last five, six years, we had contractors in. Everyone was a contractor.

Everyone worked when they wanted to work. And now we're trying to make it into an actual business that runs, you know, without me there. And that means that people don't work when they want to work.

They work when they have to work. Nine to five, they need to be there. So we're now looking at tackling that challenge with making sure the right team members are there, putting the right scorecards in place, looking at kind of what the incentive plans are for these people as well to make sure that they stay and that they, you know, basically get paid a good amount of money to do a great job and they're incentivized to do a great job.

And I think part of it has been, as I said earlier, you can't go out and solve all the problems. You've got to at the time there's this problem, then solve that one, then solve that one, then solve that one. And, in fact, I think in my, you know, yearly review, I was kind of thinking, okay, well, maybe what I'll do this year is I'll kind of bring it all together.

And as you said at the beginning of this, it's like there's always going to be a problem. There is no bringing it together. By layering it on top of each other, you're already bringing it together, but there's always going to be a problem.

There's always going to be an issue. And what we've got to be is, in fact, you said this as well, we've got to be problem solvers. And you said that the team look at us and go, how the hell did you solve that problem?

I don't understand. I was having this massive problem. You just came in like a magician.

You fixed it. And I think that I'm really stuck with that because where I try to get involved in the business now is to go in and solve problems and then come out again rather than to be there doing stuff all the time. The team are there.

They can do a great job doing their stuff. Wherever there's a problem, I see the problem. I go in, I solve the problem, I come back out, and I crack on and look at the rest of the business.

[Daniel Hill] (20:08 - 20:42)

Absolutely. And the mindset from that, I've just actually finished a YPN article today about it, is the mindset that we had going into the pandemic was no problems, only solutions. It's like we had a deal complete this week, a company that we were selling.

And we got to the last day before exchange, and the biggest problem hit the deck. And everyone else was like, oh, we're going to have to delay completion. But I was like, there's no problems, only solutions.

I just need an hour on my own with my journal to sit there, figure it out, come up with a solution. Everyone agreed. We got the deal done.

And, yes, it's on to the next one.

[Shiv Haria] (20:42 - 21:14)

And even as far as that, Dan, honestly, I think the great thing about you is that you don't mind that I'm copying. Even that, no problems, only solutions, I've told my team that. They know that that is the case.

These little Danisms, as I call them, I just keep repeating them to the team. And they go, all right, fine. That's what we're going to do.

We are the team that has solutions, not problems. I'm just, honestly, just copying everything that you're doing. I'm not doing anything different.

There's no genius here, honestly. It's just what you're saying to do, just do that. And step by step, it will work itself out.

[Daniel Hill] (21:15 - 22:52)

And we all know that's the hard bit. I mean, Josh approached me about five years ago. Josh had been on the board for about seven years now.

And he approached me about two years in. And he said, I don't understand why you're standing on stage and printing all this material and teaching people all your trade secrets. And I was like, there's obviously lots of reasons why we do it.

But the information and the knowledge is such a small part of knowing what to do. I mean, it's such a huge part of knowing what to do. There's nothing worse than working hard, doing the wrong things, like when you're dieting or training.

But it's the execution that's everything. And that's only something that comes with discipline, skill, consistency. Just one other thing, and that's clearly where you've absolutely nailed it over the last few years.

One other thing to pull out of what you were saying there as well with the problems is we are the professional problem solvers. We jump in and we do our bit. And hopefully, as the businesses get bigger, the pain, the personal pain of running a business reduces and the return of owning the business increases.

And that's why we continue to do these things. The other thing when you're building a team, and you did sort of allude to it, but just make it clear for everybody, is even though there's always going to be problems in your business, but they don't have to land at your door. And that's where you build a team of gatekeepers.

And then your gatekeepers spend the majority of their day dealing with those problems, and only the real sizable ones that they can't solve or they need support with, you know, filter down or filter through or filter up to land on your desk. Going to last for probably maybe one or two more problems, but maybe let's do one problem and then a few top tips here to finish. Where do you want to go?

You've got a lot, so we can do a couple.

[Shiv Haria] (22:52 - 24:42)

Well, there was one more actually. So there was one before the one that I just talked about with the team. It was a case of we've got everything sorted.

We've got the finances sorted. We've got the, you know, we know what we're selling. We've got the sales coming in.

But then we didn't have any kind of like systems and structures for how to do stuff. And what we implemented basically, you know, through lots of conversation was Asana and then all the processes that back it up. So even as far as we have a process for every client that comes on board, because we collect their passport copies anyway as part of what we do.

We're like, well, wouldn't it be nice if we wish them happy birthday on their birthday? Because we have their birthday, right? So we have a process that says when you get the passport copy, you look at this bit over here, you add it to the birthday calendar, and then on their birthday, you send them this graphic with their name in that bit there.

It's like every single thing we have, or we're trying to build, processes for every little part of the business. And that took some time because, to be honest with you, when someone says to you, and I think this is the same with all these challenges, if someone says to you, build a process, like where the hell do you even start with that? In fact, Kevin was saying this on the board yesterday.

Where do you start with this stuff? And the way that you start is someone goes, right, here's a template, and you go, right, and you go, well, let me just do this one for, I don't know, sourcing properties. Well, how would I force properties?

This step, then this step, then this. Who's going to do those steps? This is who's going to do them.

And when are they going to do this? When are they going to do it? There's my version 1.0 draft. And then now we're at the point where the team are updating the processes rather than me having to update them. And I think the compounding of all of the value that we're getting here, the value is really compounding because it's not just me having to do everything. It's like the team are all doing stuff to improve and grow the business.

[Daniel Hill] (24:42 - 25:11)

Yeah, absolutely. Most entrepreneurs love the sales because they're sexy, the tools are ringing, it's fun, and it's exciting. They hate the delivery and the systems.

They love the drive and the sales. They hate the delivery and the systems. You're no different.

I'm no different. Both of us have very well systemized, scalable, well-operating businesses. How did you, how do you, do you hate systems?

Most entrepreneurs don't like systems. How do you feel about systems?

[Shiv Haria] (25:12 - 27:15)

I think it's exactly what you said, like sales are sexy. I love doing sales. I love the chase of it, right?

And I think it's the same for anybody. I love the chase of sales and when they hit the bag. And now, you know, when people sign up and they're like, oh, here's 25 grand, here's 50 grand to bank on.

It's like, okay, that's cool. I'm not happy, I'm not excited about that anymore, but I was excited about the chase of it. With systems, it's a completely different ballgame because there's no chase.

It's just hard work. It's just grafting through it. And I think that, yeah, I don't think I've ever looked at systems and gone, wow, I can't wait for a day of doing systems.

But I think there is a part, like you said, where there are some things that you just have to do. And at the time that you have to do them, or when you really need them, you're not going to be thinking to yourself, oh, this is horrible and I don't want to do this. If you really need it, you'll just crack on and do it.

And I think that's the way, through all of these problems that we've had, I've always thought, how do I do it? But when we really need it, you go and find the solution and you just get on and you implement the solution. That's exactly what happened with the systems.

And, you know, I think maybe three years ago, someone must have mentioned on the board about an Ops Manual. And I said, what the hell is an Ops Manual? Well, an Ops Manual is just all the processes put together.

And I was like, oh, right, okay. So we basically started to create an Ops Manual. But I thought, well, how are we going to do that?

And what we did was we created a basic version. And then every so often our team goes and adds, every year during winter, the team adds to it and adds to it and adds to it. And now I can confidently say that we probably have a manual of how to run a property sourcing company and make it profitable.

And I think that's really important, the last bit, because, you know, for a long time, like most businesses, for a long time, our business was not profitable, even when we were doing, you know, 20 sales a year. And remember, 20 sales a year, even if it's only about five grand a pop, that's a lot of money, 100 grand. But because you've got cost, you've got team and stuff to pay, you know, you're not really taking any of that home.

And I think it's only been, you know, after sort of three or four years, probably after about three, two, three years on the board, that we kind of got to the point where we're like, okay, do you know what? Now we're taking home some good money. And it's now kind of like starting to pay off, if that makes sense.

[Daniel Hill] (27:15 - 28:12)

Yeah, absolutely. On the process side as well, I'd say, the key point out there for people to pull out, we just use, I think people sit down and think they're going to write an ops manual, like they're going to write a new encyclopedia. And nobody, unless you're passionate about that sort of thing, wants to do that.

If you just get a Google sheet, a Google word doc, which is editable by everybody, and just start with one process. So my new assistant that joined us recently, every time we come up with a new process, there's a process for these. I record it, she types it down, puts it in there, we agree it.

That's the first process. Then next time there's another one, you add it. And over a period of days, weeks, months, years, you end up with a blueprint, which means you've got a proper business, not an actual, not a job.

So yeah, processes. For me, the more processes I can build, the more progress I can make. So I know that every job that I do, if I can process it and delegate it, delegate to elevate, then we can keep moving forward and we don't run out of time, essentially.

[Shiv Haria] (28:13 - 29:07)

It's exactly what Josh says all the time about, in fact, you say about the team, that the team is your asset, and they're not a cost to you, they're an asset to you. They're actually going to be making you money. And the processes allow them to do that without needing you there.

So if you can build a process out and instead of you having to spend, as I was doing midweek mentoring with Josh yesterday, instead of you spending, and this is exactly what I used to do, when I recruit a new person, I'd spend a week with them, teach them everything. And more than likely I'd hate it because it's a whole week of my time. They'd hate it because who wants to spend a week learning stuff in a classroom-based setting?

And we wouldn't really make a lot of progress. Now I can say, right, there's a process. There's 13 hours.

Crack on and do the bits that you need to do. That's the bit that you need to read. That's the task that you need to do.

That's the actions that you need to do from the process. And they just crack on and go and do those things. So I don't have to be involved.

And it's a very leveraged way of running the business.

[Daniel Hill] (29:08 - 29:33)

Absolutely. Yeah, that's the mindset. That's the progress.

And that is the blueprint everybody needs to follow if they want to build a proper business and not just burn themselves out being an overworked and underpaid landlord or investor. Right. If there's any other killer problems you want to share, please now's the time to do it.

Otherwise, we'll move on to three high value top tips to finish that you would give to people to go away and progress in their own profit entrepreneur journey.

[Shiv Haria] (29:33 - 30:41)

Yeah. Okay. Some tips.

So the first one is, so everyone will know that as an entrepreneur, well, that's certainly been my experience, it is a very lonely journey. It's a lonely journey unless you surround yourself with the right people. And, you know, people have heard this saying that, you know, you're the average of the five people that you spend your time with.

And I think that we, on the board, you know, we spend a lot of time together. And the only reason I think that I've made the progress that I've made is because we're all making progress on the board. Like everyone's doing it.

And I think it's really important to surround yourself with the right people because you don't know what you don't know. And only when someone else says it and goes, oh, you know, what about this? And you go, oh, yeah, I didn't know about that.

Why don't I go and solve that problem? Like I said, right now, we're looking at scorecards. I know the problem, but I don't know what the solution is.

I know the problem is that, you know, I'm not happy with the productivity of my team. Someone goes, oh, have you got scorecards? What the hell is a scorecard?

Right, well, let's start looking at that. So I think surrounding yourself with a great team or great people that are on a similar journey, that are doing similar things, maybe different businesses, but they know what they're talking about because you don't know what you don't know. That's a really good tip one.

[Daniel Hill] (30:42 - 30:46)

Let's just finish tip one off. Can you remember the three peer groups that we say everybody should have?

[Shiv Haria] (30:47 - 31:01)

Yeah, so there's people that you look up to so that you can move in that direction. There's people that are in your peer group that are in the same level as you. And then there's people that look up to you.

Is that right?

[Daniel Hill] (31:02 - 31:31)

Yeah, so advice I got from, I can't remember where it was from, a few years ago. I'd say a few years ago, probably 10 years ago, was you'd have three peer groups. One that's ahead of you, from which you can learn from following.

The second are from those that are behind you that you can learn from teaching because we learn as much teaching as we do learning. And then the third is those that you can share the journey with to share your challenges and celebrate your successes. And that is what all the levels of a proper entrepreneur are really.

Tip two?

[Shiv Haria] (31:32 - 32:39)

Tip two is, from my own journey, is don't compete. From when we started, we've never aimed to look at any of our competitors, what are they doing? I don't know and I don't care.

All I am aiming to do is provide the absolute best service that I can provide. And by doing that, it was only actually this year for the first time that I decided, Dan, you won't mind me sharing this, I bought a property from one of my competitors because I just wanted to see what their service is like. So I'm in the process right now of buying the property and God, their service is shocking and they're one of our best competitors.

And that's when I increased our prices. So I was like, bloody hell, we're charging too little for what we're doing. They were always charging two thirds of what we're charging, but now I know why, because their service is shit.

Sorry. But the whole point is that I never focus on competitors, even in terms of branding, what they're doing, what information they're putting out. It was always about what we were doing and how to do the best that we can be, rather than looking around and seeing what everyone else is doing.

So I think that's tip number two.

[Daniel Hill] (32:39 - 33:04)

Absolutely. Shake hands with the competition. You want to be friends.

If you look at the other big people that are in our industry that we could be seen to compete with, they're not competition. They're my friends. They're my business partners, the people I do deals with.

It's a very high value trade. And it also takes that pressure and anxiety off. I'm never good enough.

I'm never big enough. If you're playing your own game, just be the best you. If you're doing the best you can, then that's good enough for everything.

[Shiv Haria] (33:04 - 33:52)

The reason I say that as well is because if I looked at all our competitors, we'd still be selling deals for three grand at 25% return. But we weren't doing that. I think along with tip two is find your niche so that you don't have to compete.

Because our niche, I still don't understand to this day why no one is doing the niche that we're doing. It's not rocket science. Just to be clear what we're doing, I'm originally from London.

I went to Leeds to buy a portfolio of properties for myself in Leeds. And I realized that all my friends want to buy properties in Leeds as well. So what we do is we help people in London to buy properties in Leeds.

It's not rocket science. They can't be bothered to do it. They don't have the time to do it.

They've got kids. They've got parents. They've got houses to look after.

And they have no idea how to do it. So we charge a fee to go and do everything for them. So that's tip number two.

[Daniel Hill] (33:53 - 34:11)

And then- Sorry, we keep trying to- Yeah. Observe the masses and do the opposite. It's like everyone's deal packaging trying to sell 25% return on investment deals for five grand.

Go and sell 6% return on investment deals and make 13 grand. It's like observe the masses and do the opposite.

[Shiv Haria] (34:11 - 35:03)

And the reason why it works for our clients as well is because in the beginning, everyone goes in, oh, I'm trying to find an infinite return deal because I've been to Simon's, and she's a mastermind, and he tells me I can find these infinite return deals. I tried to do that for the first year that I was in property. I bought no properties.

But I realized we bought a couple of properties for one of our clients. He bought 30 properties from us. And that was in 2017.

They got valued this year or revalued this year. And they've all increased in value on average by 30 grand. 30 properties, 30 grand.

He bought them at market value. So he's made the best part of 900 grand, like a million pounds by doing nothing. So I think the point is you can find the unicorn deal where you can just get in the market.

And for most of our clients, they just want to get in the market. They don't really care about- Obviously, we're not buying them above market value. We're buying them at market value or below market value.

But they need to get in the market. That's what's most important to them.

[Daniel Hill] (35:04 - 35:24)

Yeah, agreed. And just for the record, if you are going to go anywhere for property training, I started on Mastermind and recommend to everyone, we don't do property training. We do business in property.

People do Simon's Mastermind, learn how to do all the mechanics, bring those skills over to Property Entrepreneur, and then we'll show you how to do the second stage, which is the business side of things. Tip three to finish off, Shiv.

[Shiv Haria] (35:24 - 36:16)

Tip three, and this is a really important one. I think this is one that I've only been able to focus on for the last two years or so. In the early days, you're just grafting, you're grinding, and you're working all hours of the night and stuff.

And part of the reason you're doing that is because you think to yourself, if only I could just do this bit, then I'll be ahead. If only I could do this bit, I'll be ahead. And what I've realized is you're never going to be ahead.

This is a never-ending game. Like you said, there's always challenges. There's always going to be the next thing.

And so tip number three is, and you have heard me say this loads of times, but is eat the cake, go on your holidays, do what you need to do, and enjoy yourself. Because this, I say to people all the time, this is life. What we're doing right now is life.

And I think someone put a good message in the board the other day. It said, how we spend our days is, of course, how we spend our life.

[Daniel Hill] (36:17 - 36:18)

But this is our life.

[Shiv Haria] (36:18 - 36:19)

You need to make the most of it.

[Daniel Hill] (36:20 - 36:55)

Yeah, smile, this is it. Like, this could be, it could all turn to dust tomorrow. This could be as good as it gets.

Like, if this is the promised land, are we actually just squandering our way? Just appreciate it. It's all a game.

We're here to play it. Money is nothing more than a resource. Enjoy the journey you share and the people you share it with.

And yeah, don't, in the early days, and it definitely did for me, it's life or death. It's like, I need this. I need to get up this mountain.

And there's definitely periods for that. As soon as you've got the opportunity to breathe and you've got independence and you've got some finance, you've got some money, it's then doing it for fun rather than for work.

[Shiv Haria] (36:55 - 37:34)

You spend all that time, you know, basically, because you're like, oh, I need to, you know, make sure I can afford my house. And then you're like, I need to afford, you know, buy these air pods or whatever. And then you're like, I need to buy my car.

And then once you've bought all that stuff, you're like, okay, well, my life hasn't materially changed. I've changed as a person and I've got to enjoy what I'm doing. I've got to make myself happy.

And, you know, working extra hard is never gonna make me happy. You know, they always say like, you're never gonna remember the extra hours that you worked on your deathbed. But you are gonna remember yesterday, my wife and I went to do property painting just because we felt like it.

Let's go do some property painting. Well, I'm gonna remember that because it was a nice experience. Billy's trying to buy one of them off me at the moment, but I keep telling him that they're priceless.

[Daniel Hill] (37:35 - 38:04)

That's the definition of life by design that is. Shiv, I hope everyone got as much value listening to that as I did. I've lived that journey with you for the last four years and it's always good to revisit the problems and understand for every problem, there's a solution.

For every challenge, there's a blueprint. As long as you can execute, you will get to where you wanna get to. And I just wanna congratulate you again for being an absolute textbook example of that.

And congratulations on winning Profit Entrepreneur of the Year.

[Shiv Haria] (38:07 - 38:45)

I remember being, you know, four years ago, I remember just being at the start of the journey, if you like. And, you know, I didn't know what I was gonna do. I know how perhaps people are watching this and kind of like, well, hold on a second, I'm really a lot smaller.

My main concern is, you know, make sure I've got enough money to pay the bills at the end of this month. And I had no idea how we were gonna get somewhere. To be honest with you, I didn't even have a vision.

I didn't even know where we were gonna get to. But all I've done is like one by one, gone through the blueprint, followed that one, then followed that one, and solved the problems as we've gone through it. And, you know, now we're in, here we are.

You know, like, it started from the bottom, now we're here.

[Daniel Hill] (38:46 - 39:20)

There you go. What a perfect sentiment to end on. And wherever anyone is in their journey, trust me, Shiv was there, I was there, we've all been there.

And success and failure are very predictable. When you understand these things, you find the blueprints, you put them into practice. All you've got to do then is actually execute effectively and slow and steady.

Consistency wins the race. You will get to where you wanna get to. Shiv, it's Friday afternoon.

I thank you for giving us some of your valuable time. Welcome to the Hall of Fame. It's been an ongoing pleasure working with you.

And long may it continue, my friend. I'll catch you again soon.

[Shiv Haria] (39:20 - 39:21)

Thanks so much, cheers. Cheers.

[Speaker 3] (39:27 - 39:53)

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Cheers.