1. Implementation Focus & Sorry Calls

Rahul Jain encourages participants to reflect on the past week and whether their perspective on thinking, viewing, and working has changed. He highlights the success of "sorry calls" as an implementation strategy. One participant shared that initiating a sorry call, even as an introvert, led to positive feedback and a promise for future business. Another used sorry calls to re-engage an old customer, leading to a successful meeting and business growth due to the acceptance of fault and willingness to change. A third participant used sorry calls in a market where their business had declined, which resulted in immediate business and even the renting of a new godown to ensure faster service, expecting a three to four-fold increase in sales. Rahul Jain emphasises that **the game is not about gaining knowledge ("gyan baazi")**, which can be found anywhere, even on YouTube. **The real game is in implementation**. He states that if attendees take the knowledge and go back to doing what they were doing before, they are wasting their time and his. **"If you implement it, only then something will happen"**.

2. Owner's Role as a Reflection

Rahul Jain explains that **the entire organisation is a reflection of the owner**. He states, "It's just a reflection of you. Your company is your reflection. If you arrive at 8 AM, they will arrive at 8 AM. If you don't arrive at 8 AM, they won't either. You think they are arriving late? No, they are not arriving late; *you*are arriving late.". He concludes that the solution is for the owner to change their behaviour.

3. Implementing Change & Current Status

During a review of homework from previous weeks, Rahul Jain asks participants to mark off what they have implemented from a list of action points including: 8 AM to 6 PM work, parchhi system, weekly scheduling, out-of-office, help slips, R.A. Magic, 80/20, Level 3 organisational structure, partner division, board meetings with agenda, urgent/important work segregation, flowcharts, 3-5 year company plan, finance budgeting, debt-free, FIFO for vendors, taking salary, collection engine, account checklist, new vendor development, GP sheet, inventory management system (IMS), meeting one giant per month, hugging parents, telling parents "I love you," deleting social media, stopping phone use at home, and going out without a phone.

He expresses disappointment that a significant portion of the audience had implemented very little (5-10%, 20% or below). He notes that only a few had managed 40-60% implementation. Rahul Jain states that **most people attended two full days, heard everything, but only implemented 30-40% of the items that did not even require system building or complex tools**. He warns that the "effect of the course" lasts only two or three days, and if implementation isn't continued, **these things will remain untouched, because people will likely return to "firefighting"**.

4. Human Resources: The Root Cause of Challenges

Rahul Jain addresses HR challenges, stating that **recruitment is one of the biggest factors stopping growth**. He highlights a common "poor thinking" that is **cost-focused**, always looking to reduce expenses. This approach, he argues, **prevents growth**. In contrast, "rich thinking" is **growth-focused**, constantly looking for ways to expand. He asserts that **manpower is the cheapest investment one can make into the growth of a business**, cheaper than buying property, machinery, or ERP systems.

He clarifies that **"people are not available" is a symptom, not the problem**. He uses the analogy of a fever being a symptom of a sore throat: treating the fever (symptom) won't solve the underlying sore throat (problem). Rahul Jain states that **99.999% of the time, what owners identify as a "problem" is actually a symptom** (e.g., "people are not working" is a symptom, "sales are not growing" is a symptom, "we have to give discounts" is a symptom of

lack of value). He stresses the importance of identifying and fixing the true underlying problem.

5. Recruitment Strategy: Dedicated Executive

Rahul Jain explains that **the reason for recruitment challenges is often that the owner is doing the recruitment themselves**. He states, "Any work that the owner does full-time, except for profit and emergency, will never happen". If an HR person is tasked with recruitment alongside other duties like payroll, their focus will inevitably be on urgent payroll, leaving recruitment neglected.

The solution is to **hire a dedicated recruitment executive whose only job is recruitment**, 24/7. Rahul Jain argues that this is the cheapest investment because it ensures a constant flow of candidates. He critiques the common practice of hiring "Pappu" (underqualified) candidates at low salaries because the "perfect" candidate is too expensive, leading to an entire company filled with underperforming staff. A dedicated recruiter will bring in 10-20 resumes every week, allowing the company to find suitable candidates even at lower salary levels. He advises, **"Hire three or four people, one good person will come out of it. If you hire 10 sales boys, only one or two performers will emerge... Don't keep the other eight. Say goodbye to them"**.

6. Attrition & Training Automation

Rahul Jain states that **attrition is never the problem; it is a symptom**. The real problem, he explains, is **training**. The challenge for owners is that if an employee leaves, it takes six months to train a replacement.

He proposes a system where **any new person can take over within three days**. This involves creating **video training tutorials for every process**. New employees would watch these videos on a loop from 9 AM to 6 PM, then document the steps. If they make a mistake or fail to understand, they watch the video again the next day. This "cheap, beautiful, and durable" method ensures quick and efficient training. With such a system, **the problem of attrition is eliminated because replacements can be trained rapidly**, making employee departures less stressful.

7. Systematising Repetitive Tasks: Checklists & FMS

Rahul Jain identifies two types of tasks: processes (handled by FMS with PC) and repetitive tasks that cannot be put on FMS (like daily maintenance, housekeeping, admin, accounts). He explains that for these repetitive tasks, **the science is to create detailed checklists**. He demonstrates this with examples of:

•

Material Receiving Checklist for Transporters: Detailing every step from checking the bill to confirming quantity and quality, noting damages, and requiring signatures.

•

Shop Opening Checklist: Listing tasks like checking locks, electrical systems, cleanliness, and stock at the start of the day.

•

Cashier Checklist: Covering tasks like checking computer, software, EDC machine, printer, cash box, and attendance.

•

Accounts Checklist: A similar format for accounting tasks.

He emphasizes that **every single task, no matter how small, can be put on a checklist**, and this ensures consistency and accountability. This prevents issues like uncleaned premises or unmonitored stock. He also mentions that these systems can be put on a **system (like Google Sheets)**, but the core is the checklist itself.

8. Management Information System (MIS): The Power of Measurement

Rahul Jain asserts that **"Measurement drives behaviour"**. He argues that attempts to motivate staff with anger or incentives are futile. **"People only work in one way: if you don't measure it, the work won't get done"**. He states, **"What you don't measure will not get done"**. He challenges participants to consider if anything in their company that isn't measured is consistently done.

He advises creating a **monitoring system where every person has a weekly score**. This weekly accountability is crucial, as daily or monthly accountability doesn't work. He then explains how to measure results from staff:

- **All work should be done as per plan.**

- **The score should be a negative percentage.** If 80 out of 100 tasks are done, the score is not 80%, but **-20% (Work Not Done Percentage - WND)**. A negative score encourages improvement, whereas a positive score might lead to complacency.

- **All work should be done on time as per plan.** This is measured as **"Work Not Done On Time Percentage"**.

He explains that employees set their own "plan score" for the next week (e.g., if current WND is -40%, they might commit to -20%). This approach fosters alignment rather than coercion. He estimates that **80% of staff should have such a weekly score**, which can be tracked on an **MIS Summary Sheet**.

9. Accountability: The "No Why" Rule

Rahul Jain criticises the common owner's approach of asking "why" when work isn't done. He explains the "human emotional science" that **"Work Not Done + Excuse = Work Done"**. When an employee gives a reason for incomplete work, they psychologically believe the task is resolved.

His solution: **Never ask "why" work wasn't done**. Instead, when an employee states work isn't done, simply ask: **"Okay, when will you get it done?"**. This immediately shifts the focus from explanation to commitment. He states that such a simple change can significantly improve work completion.

10. Executive Meetings (EM) & Delegation Sheet

Rahul Jain outlines the structure of Executive Meetings (EMs) and the use of the Delegation Sheet:

- **Frequency:** Once a week, every week, at a predefined time, preferably Monday morning.

- **Format:** Always one-to-one, never one-to-many.

- **Delegation Sheet:**
  - When a task is first delegated, it is marked **Green**.
  - If the deadline shifts once within the week, it turns **Yellow**.
  - If it shifts twice within the week, or if it shifts to the next week, it turns **Red**.
  - Tasks always start as Green in a new week, even if they were Red previously, to encourage completion.

- **Meeting Agenda:** During the EM, only three questions are asked:

1.

"This week your **Red score was X%, how much Red will you have next week?**"

2.

"Your **Work Not Done was -X%, how much Work Not Done will you have next week?**"

3.

"Your **Work Not Done On Time was -X%, how much Work Not Done On Time will you have next week?**".

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Time Commitment: These three questions take a maximum of **3-4 minutes per person**. This allows 50 people to be covered in 2.5-3 hours.

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Implementation Trajectory: Initially, delegation sheets will show many Red scores, but gradually, scores improve from -80% to -10% or -20%, at which point the system is largely self-sustaining.

11. The Auto-pilot Concept: Time Freedom & Financial Freedom

Rahul Jain defines **Auto-pilot** as: **"Quality and Quantity Delivered on Time, Every Time"**. He explains that if all work in the company happens on time, completely, and exactly as desired, there is no operational work left for the owner. This frees the owner from constant interruptions and allows them to focus on growth.

The primary benefits of auto-pilot are:

•

Time Freedom: The ability to live life as desired, spending time with family, pursuing hobbies, and taking vacations.

•

Financial Freedom: Reaching a point where one doesn't need to check price tags when making purchases.

He contrasts this with the typical scenario where owners are constantly engrossed in operational issues, unable to dedicate time to anything else. The goal is to reach a state where the owner can decide whether to go to the office or not, based on their desire, because the business runs smoothly without their constant presence.

12. Personal Productivity: The 4 AM Club

Rahul Jain strongly advocates for waking up at 4 AM, calling it "one of my biggest, greatest gifts to you". He cites ancient and modern sciences, referring to "Brahma Muhurta," a powerful time for meditation, learning, and planning due to low "thought traffic" and high "cosmic energy".

He explains the "circadian rhythm" and the importance of sleeping between 10 PM and 2 AM for body rejuvenation. Even if one sleeps less, waking at 4 AM is about mental discipline, akin to waking for a flight.

The "science" of 4 AM productivity is to **work from 4 AM to 8 AM**, which is equivalent to 8 hours of highly productive work, similar to working on a flight. After this, one can relax from 8 AM to 10 AM, then go to the office from 10 AM to 6 PM to handle tasks that require interaction. He advises working outside the home, like in a coffee shop, to avoid distractions and maintain focus. The 4 AM routine, once adopted for a few days, becomes automatic.

13. Profit Doubling: Root Causes & Strategy

Rahul Jain identifies the **root cause of profits not doubling as the lack of a deliberate plan or strategy to double profits**. He notes that 90% of people he encounters have never even written down a plan for profit doubling. He aims to shift participants' mindset from doubt to conviction, making profit doubling a "non-negotiable" game.

He encourages setting a target to **grow sales by 4-6% each month**. He illustrates the "magic" of this compounding:

- **6% monthly increase:** 90% annual turnover growth.
- **5% monthly increase:** 70% annual turnover growth.
- **4% monthly increase:** 60% annual turnover growth.

Since less than 40% turnover growth can double profits, even a 4% monthly increase can significantly exceed this goal. This demonstrates that **"Sales is a number game"**.

14. Sales System Models

Rahul Jain states that there are **only five sales models in the world**, and every business fits into one of these:

- **B2B (Business to Business):** Selling to other corporations or companies.
- **B2C (Business to Consumer):** Selling directly to individual consumers (retail, wholesale, trading, e-commerce).
- **B2D (Business to Distribution):** Selling to distributors or resellers who sell the product further.
- **B2E (Business to Exports):** Selling products to other countries.
- **B2G (Business to Government):** Selling to government entities.

He emphasizes that **the sales model is independent of the operations model**(e.g., a manufacturer can sell B2B or B2C). He notes that a common challenge is stagnant sales, often due to an ineffective sales approach where owners push their teams by simply saying, "Sell, sell, sell".

15. Sales Force Structure: CRR & NBD

Rahul Jain identifies a critical mistake: **80% of a company's sales time, energy, focus, money, and manpower are spent on existing clients** (Client Retention and Reorder - CRR). This limits growth because existing clients typically maintain a consistent purchase volume, only increasing slightly if the market grows.

He asserts that **Sales is not just CRR; it has two distinct departments:**

- **CRR (Client Retention and Reorder):** Focusing on existing clients.
- **NBD (New Business Development):** Focusing on acquiring new clients.

These **two teams should always be separate**. NBD's role is to acquire new clients, and after one, two, or three orders, these clients are handed over to the CRR team. He explains that **the biggest shift is to put CRR on auto-pilot**, so the sales team doesn't need to personally talk to existing clients for orders. This frees up the sales team to focus entirely on NBD, or alternatively, a new NBD team can be hired.

He also advocates for **division of labour in sales**, moving backend and operational tasks away from salespeople to a **Sales Coordinator**. This frees salespeople to focus on selling, as research shows they spend only 20% of their time selling, and 80% on sales operations. He introduces the **SCOT (Sales Coordinator Order Taking) Sheet**, where existing client data (names, numbers, average order value, frequency, usual order date) is plotted. The Sales Coordinator uses this sheet to proactively follow up with clients, ensuring consistent orders. He highlights the importance of **"persistence"**in sales.

16. Sales Measurement: MECA (Meetings, Conversion, Average Rupee Sale)

Rahul Jain explains that nothing works without a system in sales. He proposes creating a **Sales Flowchart** and a **Sales FMS**.

He introduces **MECA (Meetings, Conversion Ratio, Average Rupee Sale)** as the core measurement for sales:

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Meetings: Number of unique or first meetings with prospects.

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Conversion Ratio: The percentage of meetings that convert into clients (e.g., 10 clients from 100 meetings = 10% conversion).

•

Average Rupee Sale: The average value of each sale (e.g., ₹2000 total from 10 clients = ₹200 average sale).

These three parameters are to be measured weekly and tracked on a **Sales MIS** sheet. This provides total control over what the sales team is doing, allowing the owner to identify if the problem is a lack of meetings, poor conversion ability, or low average sale value. He notes that typical sales challenges are:

•

Lack of leads/footfall.

•

Leads don't convert to meetings.

•

Meetings don't convert to sales.

•

Sales are made, but at low prices/high discounts.

He stresses that **these problems cannot be solved without first measuring them**. He urges owners to listen to their salespeople's pitches, as often the pitch itself is the reason for poor sales, leading to immediate discounts or a perception of the company as "beggars".

17. The 9-Month Business Transformation Program

Rahul Jain summarises the **9-month program as entirely focused on implementation, not just learning**. He explains that while the 4-day workshop provides understanding, deep implementation of complex systems, people, and alignment takes longer.

Program Structure:

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Week 0 (Feb 10th): Program begins.

•

Month 1: Personal Productivity.

•

Month 2: Financial Control.

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Months 3-7: System implementation across all company areas (HR, Inventory, Quality, Vendor Service, Customer Management, Repetitive Processes).

•

Last 2 Months: Implementing the "Double Your Profit" sales engine.

Key Promises & Results:

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Run operations working one day a week.

•

Double your profits.

•

Get the right team, eliminate staff blackmail, solve salary increment issues, remove tension if staff leaves.

•

Improve staff responsibility and decision-making.

•

Eliminate client complaints, get world-class dashboards for monitoring performance.

•

Overcome recession, ensure regular supply of fresh leads, increase prices, stop sales losses due to discount/credit.

•

Become a **debt-free company** and build a **3-6 month cash reserve**.

•

Achieve **financial freedom**.

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The course is "free" because the financial returns (profit doubling, efficiency gains) significantly outweigh the fees, with money being returned in 3-5 months for efficient implementers.

He provides extensive testimonials from various industries (manufacturing, real estate, retail, services) illustrating companies that have doubled or quadrupled turnover and profits, become debt-free, opened multiple outlets, and reduced owner working hours to one day a week, all through system implementation. He assures that the systems work for businesses of all sizes, from small teams to large corporations, and even with uneducated staff, as the systems are simple and often managed through photographic evidence on platforms like Google Sheets. He emphasizes that **success requires sticking with the implementation process and not giving up**, as it involves significant effort and overcoming initial resistance.

Here are the Q&A pairs extracted from the transcript, summarised and presented in Rahul Jain's clear, practical, and real-world tone:

Q: Is attrition a problem in our business? A: Attrition is not the problem; **it's a symptom**. The real issue is training. If someone leaves, your problem isn't that they left, but that it takes six months to train a new person. Our aim is to give you a system where a new person can take over within **three days**.

Q: How can we ensure our staff takes responsibility? A: If they were going to take responsibility, they would have by now. The way you're currently doing things **will not work**. You need a **totally new approach**.

Q: Can we ask our staff to fill out repetitive task lists (daily, weekly, monthly)? A: **Yes, you absolutely can.** These lists allow you to plot all repetitive tasks, clearly defining what needs to be done, when, and by whom. Many have successfully created and implemented these systems.

Q: What about measuring things like machine maintenance system? (A user gives an example of a breakdown due to unchecked oil levels). A: You can give warning letters, but **avoid giving disciplinary action to seniors prematurely**. The goal is to align people and implement systems effectively. Otherwise, if you punish a senior too soon, they might just leave. This kind of monitoring comes *after* systems are properly in place and under control.

Q: How do we measure the results we want from our staff? A: Most of you are unclear about the specific results you want. The **first key result** for everyone is: **All work should be done as per plan.** This applies to every single person in your team.

Q: How do we define results for a staff member, and how do we measure them? (User provides an example of payment collection). A: Your measurement is likely wrong. For instance, for video recording, the measure isn't "video should be good," but precise parameters like "camera setting at 6 feet 5 inches" or "aperture at X." **Measurements must be precise and objective, not vague.**

Q: How should we take accountability from staff? A: Lalas typically ask, "Why didn't the work happen?" This leads to endless excuses, and in their minds, if they give an excuse, the work is considered 'done'. **Never ask 'Why'**. From today, if work wasn't done, simply ask, **"Okay, when will this be done?"** This immediately shifts the focus from excuses to commitment.

Q: What will auto-pilot do for my business and life? A: Auto-pilot will **give you your life back**. The most important and valuable resource in the world is **time** – time to live your life on your own terms, be with your family, pursue your interests, and grow your business. You will be free from daily operations.

Q: Is the course really free as you say? A: My fees are effectively free. If you do the course for three months and don't like it, take your money back. If you gain value, you will earn back much more than you invest. **It's free because you'll earn double or triple what you pay.**

Q: What about hiring another EA? A: We hired an EA who is still with us. She has now **hired two more EAs** under her, managing all the hiring.

Q: Is your factory integrated with an ERP system? A: No, our entire system is built **absolutely free on Google Sheets**. It's so effective that ERP companies have actually offered partnerships to improve their own systems using our methods.

Q: What happens if someone changes the dates on tasks in the system? A: If they change the dates, **delays are automatically calculated**, and this directly impacts their MIS score, bonuses, and increments. The **system, not you, decides salaries**.

Q: How do you manage continuous tasks and checklist updates? A: We record any new procedures or changes and turn them into internal tutorials. Checklists are continuously

updated. We even 'manufacture care' for clients by scheduling and automating reminders for things like maintenance.

Q: Why didn't you want growth initially? (Asked to Puneet). A: Sir, my mind wasn't in it. I just wanted to be free from the daily grind at the cash counter.

Q: How do you decide how much material to make for your Chole Bhature business? A: We now **compare last week's production with this week's sales** to determine the exact quantity to produce.

Q: Do you actually go to your new outlets after opening them? A: No, I only go for the inauguration. **I don't need to be there because all the systems are perfectly set up.** My team handles everything.

Q: What if the staff doesn't know English or computers, especially for complex systems like yours? A: Most people who come to us are not tech-savvy; many didn't even know how to turn on a laptop. **We teach them. The systems are designed to work even with basic computer literacy.**

Q: What work should be done at 4 AM? A: From 4 AM to 8 AM, you should focus on your **action points and core office tasks**, not routine office work. You'll enter the office at 10 AM having already completed eight hours of productive work. **This is about psychological alignment, not physical viability.** It becomes automatic after just three days.

Q: Is it really beneficial to work from a coffee shop at 4 AM? A: **Yes, working at a coffee shop at 4 AM is the best.** There's no traffic, and the environment is far more conducive to focus than staying at home, where you might be tempted to go back to sleep.

Q: Why are profits not doubling? What's the root cause? A: The primary root cause is that **you haven't even created a clear strategy or plan to double your profits on paper**. You haven't set a defined target for doubling profits. You're just reacting to daily operations.

Q: Will continuing with the current sales approach (just pushing to sell) change anything? A: **No, it will never change if you keep doing the same thing.** It's like a shepherd just pushing his flock without any strategic direction.

Q: Is sales purely about Client Retention and Reorder (CRR)? A: No, sales is not just CRR. **Sales must be divided into two separate departments: CRR (Client Retention and Reorder) and NBD (New Business Development).** Not separating these two in your sales team is a huge mistake. NBD should acquire new clients and then hand them over to CRR after a few initial orders.

Q: How do we deal with salespeople who spend 80% of their time on existing clients and operations instead of selling more? A: You need to implement a **division of labour**. All back-end operational tasks—like order punching, delivery follow-up, and collections—should be assigned to a Sales Coordinator. This frees up your salespeople to focus entirely on selling and new business.

Q: How do we ensure follow-up with existing customers, especially if they are considered 'one-time buyers'? A: There's no such thing as a one-time buyer if your product or service is good. **The first rule of sales is: "A customer says YES after saying NO five times."** Most sales are lost due to a lack of consistent follow-up. Use a "SCOT Sheet" (Sales Coordinator Order Taking) to track and schedule calls, ensuring regular follow-ups.

Q: What happens when our salesmen give too many discounts, even before the customer asks? A: They sell like **beggars, which destroys your company's image and respect.** They offer discounts even when not asked, which is a symptom of a poor sales system and lack of training, not market competition.

Q: How do we get our sales team to improve without just telling them to 'sell more'? A: You need a **Sales Management Information System (MIS)**. Measure weekly parameters such as: Number of Unique Meetings, Conversion Ratio, and Average Rupee Sale. This gives you

total control and shows exactly what each salesperson is doing, their conversion ability, and the value of their sales.

Q: What's the target for monthly sales growth to double profits? A: You already know that increasing turnover by 40-50% will double profits. We aim for **6% monthly growth**, which can lead to a 90% increase in turnover, effectively quadrupling profits. Even 4% monthly growth yields a 60% turnover increase, which is more than enough to double profits.

Q: My company is too small for this system. A: This course is **fully valid for companies with 3, 4, or 5 people.** We have implemented it successfully in very small towns and with staff who are not highly educated.

Q: I'm not smart, don't know English or computers. How can I make these systems? A: Most people who come to us are 'lalas' who are not tech-savvy; many didn't even know how to turn on a laptop. **We teach you, or you can hire a BMA implementer from your team** who is good at documentation; we will train them. The systems are designed for ease of use.

Q: What if my business partner is not aligned to join the course? A: You must strive to bring your partner. **Use emotional blackmail, not logical arguments.** Don't try to convince them with the curriculum details. The course is not just about Google Sheets; **60% of it is about aligning you and your staff and transforming you into a professional business owner.** This personal transformation is crucial for successful implementation.

Q: What about the physical setup of the workshop? I need tables to write. A: **World-class workshops don't have tables or sofas.** This setup is intentional to maintain focus and energy. I need to keep your energy high and your attention focused on the transformation, not on physical comfort.

Q: What if I hire a Google Sheet implementer instead of doing the course myself? A: While you can hire an implementer, the **course is about much more than just Google Sheets.** 60% of the Nine Months program is about aligning you and your staff – transforming you from a 'lala' to a professional business owner. This personal transformation is crucial for sustained implementation.

Q: What if I don't implement the Four Day course? Can I join Nine Months later? A: **Do not think about joining later.** Either commit to the Nine Months program starting February 10th now, or decide you will never do it. Those who postpone typically never do it, and it costs them immensely in lost growth over the years.

Q: What are the qualifications for a BMA implementer? A: **No specific qualification is needed.** They just need to be good at systems and documentation. We will teach them the rest.

Q: My production is in three different places, and my warehouse is in a fourth, but the product is the same. Will the system align all of them? A: Yes, it will be aligned. We'll start with one factory and then integrate the others.

Q: I'm facing issues pitching to clients. Others pitch and get the work. My sales pitch is weak. A: The **sales pitch is covered properly and in detail** in the Nine Months program.

Q: I want to create a new product, but I'm not happy with what I'm doing. How can I make that product market-ready? A: The Nine Months program covers the **entire R&D process** for new products and how to make them market-ready.

Q: You said staff can be replaced in a week through training, but what about senior staff with specific, important information? A: Senior staff replacement takes a bit longer than a week. We have **different training systems** for bulk staff and senior staff. Senior staff knowledge is **templated and transferred** through specific processes.

Q: What if I miss a class? A: We will **send you the video**, and you can discuss any questions with us afterwards.

Q: What are the fees if multiple people join from the same company? A: For the Nine Months program, the **second person gets 50% off** the standard fee.

Q: Is it risky to give all control to the EA? What if she leaves? A: **The control always remains in your hands.** EAs typically do not leave because they are designed to operate at that specific level throughout their career. We also ensure they live close to the office to minimise their reasons for leaving.

Q: How do we deal with new vendors who demand 100% advance payment or payment before delivery, especially if material quality is a concern? A: If 100% advance is required, implement **on-site inspection** where a person physically checks the material, takes photos, and verifies quality before payment. This can even be done via video call. We aim to pay vendors on time, but sometimes we push for 15-20 days later, if possible.

Q: My accountant also does material inward entries, leading to missed daily entries and expenses. Can this be linked to another system? A: Yes, the **Accounts Checklist** will cover all this, and the Process Coordinator (PC) will follow up on any missed entries. Once the system is built, these issues will be resolved.

Q: You mentioned vendors would reduce rates without being asked. How does that happen? A: This is a marketing gimmick to attract attention. **The true purpose is not just to reduce rates, but to improve efficiency, quality, and technology.** When your existing vendor sees you implementing systems and having other options, they will naturally reduce rates or improve service. Many vendors overcharge because they know the owner lacks control or other options.

Q: In OWS (Optimal Working Stock), if we buy low MOQ (Minimum Order Quantity), the price is high. Is that okay? A: **Sometimes, expensive is cheaper.** In OWS, it's acceptable to pay a higher price for a smaller MOQ if the overall cost of holding large inventory outweighs the price difference. The goal is to optimize inventory to the bare minimum.

Q: What if product prices fluctuate due to external factors like crude oil or steel? A: **You cannot control external factors, so don't dwell on them.** Focus on what is within your control: increasing sales, improving margins, attracting better clients, and selling high-margin products. Optimizing inventory to the bare minimum will also help minimise the impact of price fluctuations.

Q: How much salary should an owner withdraw from the company? A: It depends on your **personal needs, your requirements, and the company's affordability**. We provide a structure to help you determine this.

Q: We don't have a sales team and directly deal with plant owners and GMs. Should we build a sales team? A: For now, **continue as you are.** We will help you build a structure where these owners and GMs will eventually deal with your staff. It might seem impossible now, but it's achievable.

Q: I have multiple technical products. Should multiple salespeople go to one client, or one person handling all products? A: Typically, **each salesperson specializes in selling only a certain set of products** where they have expertise. Sending multiple specialized people can be costly. Instead, focus on **Customer Wallet Share Analysis.** Understand how much a client is buying from you versus the market, and then focus on increasing your share by providing superior value, great service, and consistent delivery.

Q: My sales team involves a salesman, SC, and CRM. Will all three talk to the client, or will the SC primarily manage it? A: **Largely, the Sales Coordinator (SC) will manage it.** For new clients, the salesman will pitch, the SC will handle follow-ups before the order, and the CRM will take over after the order. Don't worry about too many people; these systems are thoroughly tested and proven to work when implemented correctly.

Q: How can we control production labor, retention, quality, and rejections in manufacturing? A: Production is a vast topic; I'll cover it starting around the fifth month of the Nine Months program. **We provide a complete production system** that includes controlling rejections and improving quality.

Q: Does the sales system apply to retail sales? A: Retail sales don't use the same FMS as other sales models.

Q: Our recruitment process leads to problems where existing staff feel threatened by new hires, especially cashiers. A: **We do not make existing staff train new hires.** We provide video training for every task. This eliminates reliance on existing staff for training, prevents internal conflict, and ensures consistent quality. This avoids the 'Pappu training program' where seniors exploit new hires.

Alright, business owner, let's cut through the noise and get to the absolute core of what we've discussed. Forget all the complicated stuff for a moment; this is your recap, direct and to the point, just how we like it:

- **Systems are Everything – No Exceptions!** Forget 'gyan' (knowledge); the real game is in **implementation**. Your business can be put on autopilot, no matter the size, industry, or staff's education level. We've seen it work everywhere from chole bhature shops to massive factories. The key is simple: **what you don't measure, will not get done**. Get your systems in place – checklists, FMS, MIS – for every single process. This is how you achieve "Quality and Quantity Delivered on Time, Every Time".

- **Manpower is Your Cheapest Investment – Embrace It!** Stop worrying about staff leaving or not finding the right people. **Manpower is the cheapest investment for growth** you can make. Hire a **dedicated recruitment executive** and implement **simple, video-based training**. This means a new person can take over a role in just a few days, eliminating your fear of attrition and freeing you up.

- **Claim Your Life Back with Autopilot and Time Freedom!** The ultimate goal is for you to be free from day-to-day operations and **work just one day a week**. This isn't just about money; it's about **time freedom** – time for your family, your hobbies, and focusing purely on growth. A powerful tool to achieve this personal productivity is the **4 AM routine**. Get up early, get your vital work done, and watch your life transform.

- **Double Your Profits with a Focused Sales Game!** Your profits aren't doubling because you haven't made it a strategic 'game'. You need to stop relying solely on existing clients. **Divide your sales team into two clear departments: CRR (Client Retention & Reorder) and NBD (New Business Development)**. Implement sales measurement parameters (like MECA: number of Meetings, Conversion ratio, Average Rupee sale). Even a **consistent 4-6% monthly sales increase** can lead to your profits doubling or quadrupling. And remember, when it comes to accountability, **stop asking "why" and start asking "when will it be done?"**

Here are the sharings and testimonials from various business owners, detailing their experiences before, during, and after implementing the discussed principles:

- **Praveen Singhar (Owner)**:
  - **Before:** Used to dread long commutes, starting work at 9:30-10:00 AM.
  - **After:** Now feels like the distance is not even 5 minutes; **starts work at 8:00 AM**. He motivated three friends from BCI's old students to also start at 8:00 AM.

- **Rahul Sharma (Owner)**:
  - **Before:** For 10 years, he manifested reaching the office by 10:00 AM but only managed it for a day or two each new year.
  - **After:** For the last seven days, he has been reaching by **9:30 AM**, and aims for 8:00 AM next. His wife deleted Instagram and Facebook from his phone after listening to Rahul Jain. He made 50 sales calls in four days, leading to a very successful meeting in Bangalore with the world's largest retail chain, which will start work very soon.

- **Unnamed Introvert Businesswoman (Sorry Call)**:
  - **Before:** She was a very introverted businesswoman who always worked from the backend and never took front-end space.
  - **After:** She initiated her first "sorry call" which went very well. The client used Rahul Jain's formula, stating they had worked together for 12 years but never met. She received a promise for an order and plans to get 100% of her business back from them.

- **Shikha (Sorry Call)**:
  - **Before:** Had old customers who were not satisfied with services.
  - **After:** She made a "sorry call" which went really well, as they appreciated her being one of the first vendors to accept fault. She believes "acceptance" will lead to changes and business growth.

- **Unnamed Man (Sadar Bazar Sorry Call)**:
  - **Before:** His business in Sadar Bazar had significantly declined over the past three years.
  - **After:** After making "sorry calls" there, customers demanded faster service and immediate delivery. He immediately rented a godown on the spot to ensure delivery within 10 minutes. He is confident that his sales there will **increase three or four times within 10 days** due to these sorry calls.

- **Unnamed Man (Morning Routine, Parchi System)**:
  - **Before:** Used to reach his office at 11:00 AM.

After: After joining the class, he started reaching at 8:00 AM for two-three days and implemented a "parchi system". He observed that his staff, who had a 9:30 AM start time, also started coming early on their own once the "malik" (owner) started coming early.

- **Viraj (Out-of-Office Experience):**
  ○

Before: Normally, when they sat in the office, it was like an OPD (out-patient department) with people constantly "stuck in the room" like doctors.
  ○

After: He and his partner experienced "out of office" work, which was very good, freeing them from constant interruptions. They got time to think about what to do and how, worked on some formats, and even created a back office in a cafe for freshness and new ideas.

- **Dr. Vinay Goyal (Jaipur, Rajasthan):**
  ○

After: His son, though not hugging him due to custom, completed all his tasks like booking flights and hotels. He realized he could multiply his daughter's dietitian business 100 times and offered her a 50-50 partnership. He made a similar partnership offer to his younger brother for his business.

- **Mehul (Mumbai):**
  ○

After: He implemented many things: **started at 8:00 AM**, and now all his staff are on time. He started the "parchi system" and "Monday file," implemented an "expense sheet" (revealing wastage). He started uploading data to the "inventory management sheet," discovering wrong inventories and where working capital was stuck. He changed his mindset from "flight to taxi" (freedom from thinking) and hugged his father and mother, something he had never done before.

- **Deepanshu (Delhi):**
  ○

After: He hugged his father but found it difficult to look into his eyes. He is slowly improving and trying to obey his father. He noted that his father became very supportive after the previous hug, and today, his father is constantly offering help with work.

- **Unnamed Man (5 Building Blocks, 80/20):**
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After: His son hugged him after watching Rahul Jain's video. He implemented the "5 Building Blocks" and "out-of-office" work. He performed an 80/20 analysis and found that **7% of his items accounted for 80% of his sales**, which he had previously overlooked.

- **Unnamed Man (Stepping Out Without Phone):**
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After: He went to two parties without his phone. He felt **"5 to 10 kg lighter"** and experienced reduced stress. He realized that without the phone, he spent quality time with his family. Many others also felt freedom and relaxation from this practice.

- **Unnamed Man (Social Media Deletion):**
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After: He deleted social media, which **increased his productivity** and made him feel "smart". He now laughs at others who are constantly scrolling, feeling like they are living "pathetic lives".

- **Unnamed Man (Sales Pitch Review)**:

○

Before: His 4-6 marketing people (some outside Raipur) made unrealistic commitments in their sales pitches (e.g., "give the order, payment can be done later").

○

After: He realized these commitments were impossible to fulfill. He created and sent his own sales pitch to his prime customers, aiming to normalize order and payment terms in a few weeks.

- **Unnamed Man (Deleting All Social Media)**:

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After: He deleted Instagram, Facebook, YouTube, and email. He now feels **"cool" and has "so much time," enjoying everything**. He also deleted 50 office groups with irrelevant messages. He did it because Rahul Jain challenged that they couldn't, implying true growth lies in it.

- **Unnamed Man (Wife Thanked Rahul Jain)**:

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After: His wife thanked Rahul Jain because after listening to his advice, she deleted Instagram and Facebook.

- **Vikas (Travel Business)**:

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Before: He showed 8 out of 8 symptoms of "brain rot" from a video. He used to spend entire nights viewing travel deals until 2 AM.

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After: He moved his phone to the last window, turned off notifications, and hasn't opened it in six days. He is very happy and **now has time for his business**, sleeping and going to the office on time.

- **Unnamed Man (Thumb Stress Fracture)**:

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Before: Used Instagram and Facebook so much that he got a **stress fracture in his thumb**.

- **Rohit and Apeksha (Green Architects & Interior Designers)**:

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Before: For 15 years, Rohit felt like a "manager" instead of an architect. Their life was "pathetic," working until late nights (4-5 AM) checking designs due to fear of project delays. They were even "scared of taking new projects".

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Implementation: They decided to **implement exactly what Rahul Jain said, without questioning**. They hired an EA who is still with them and has hired two more EAs under her. They "slogged to create systems" in the office. They created a **Master FMS (Functional Management System)** for architecture projects, breaking down projects into 3,500 tasks, which takes only 20-25 minutes to generate for a new project. They realized they were

"manufacturing designs" and even "manufacturing care" for clients (e.g., reminding clients for anti-termite treatment).

○

Results: Apeksha stated, "I got my Rohit back," and their life was "jhand" before, but now they are "living life". Their systems are still in place and running very smoothly, including Executive Meetings (EMs) on autopilot even when they travel. They now have more time for design and travel for dance workshops, concerts, and international travel with kids. The system is built on **Google Sheets, is free**, and has been more effective than ERPs. They have automated delegation, MIS for scoring, and bonuses/increments based on performance data. They don't need to be physically present to manage projects, as the team knows what to do even if they are out of office for six months.

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Puneet Kohli (Sita Ram Dewan Chand, Chole Bhature Shop):

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Before: His only goal was to stop sitting at the counter; he didn't care about growth. He worked from 7:30 AM to 6:00 PM, constantly micromanaging his workers. He tried implementing FMS but found it difficult for his small shop. Inventory was poorly managed, leading to stock issues and fire-fighting. He didn't have his recipes documented or a PMIS.

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Implementation: He implemented the "parchi system," hired an EA, and built FMS, IMS (Inventory Management System), Checklists, and PMIS (Production Management System). He documented recipes and integrated them into PMIS. He calls MIS his "Brahmastra" (ultimate weapon).

○

Results: He is now the **"most kaamchor (lazy) person"** in the organization. His workers are now motivated by their scores in the MIS and proactively complete tasks like sweeping. **He opened three new outlets within a year** after his father initially refused, and two more are in the pipeline. He only needs to finalize the location for new outlets; the rest (hiring, purchasing, operations) is handled by his team. He doesn't even visit new outlets after inauguration. His **inventory is fully managed** (e.g., he stopped packaging purchases for three months, saving a lot of money). His PMIS calculates ingredient needs weekly, automatically adjusting quantities based on anticipated production, linked to his IMS. He implemented an **HR FMS** for hiring and new joinings. He and his team now manage the business remotely, allowing him to focus on personal activities like reading books and enjoying his passion. He has achieved personal growth and better relationships with his father.

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Anshuman Khetan (Schools & Sulfuric Acid Plant):

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Before: Described his life as "jhand" (terrible). His plant was "jugad" (improvised) and in "complete mayhem". There was no system for purchases, HR, or dispatches, with arbitrary decisions and even corruption. He had no interest in his business and was "running away from responsibilities," focused on hobbies, parties, and holidays. His relationship with staff was characterized by mutual distrust.

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Implementation: He dedicated himself to Rahul Jain's course, staying in his factory for months to implement systems. He hired 34 new people initially, many of whom became multi-taskers. He invested in staff well-being (32 parties with live singers). He **increased raw material storage by 48% and finished product storage by 315%**. He focused solely on implementation, not direct profits. He brought his entire staff to manifestation classes. He

adopted a new approach, treating his people with "respect, love, honor, pride". He developed **92 checklists and FMS**.

- **Results:** His life changed "180 degrees", transforming him as a human being and giving him "joy and happiness". His **profits have quadrupled**. His business is no longer mundane and is enjoyable because he doesn't have to run it directly. He provided examples of granular systems: **gunman rounds with time-stamped photos**, **employee check-in/check-out with photo evidence**, **'Jugaad' (improvised forklift) checklist for maintenance**, **'Kapil Dev' checklist for multi-tasking staff**, **purchase FMS for every single item (even a broom or acid bottle)**, and **'Atithi Tum Kab Jaoge' for managing government official visits**. All data is on Google Sheets, accessible remotely, allowing him to be absent from the office for extended periods. He takes "innumerable vacations," over-committing to them. He maintains his workout routine and has become a holistic life coach and options trader. He transformed from the "black sheep" of his family to their biggest confident and best friend. His father, Mr. Gangesh Khetan (a super-achiever), attested to the 100% accuracy of his claims.
His **business results show significant growth, despite sulfuric acid being a commodity**, due to implementation, not market factors.

- **Unnamed Astrologer & Vastu Business Owner (Jaipur)**:
  - **Before:** Just him and his father ran the business. Their coordinator left for a higher salary, causing chaos as he had to handle all calls. They never defined responsibilities within the family or business.
  - **Implementation:** Before coming to the workshop, he and his father created **their first expense sheet for both business and home**. They also made their first responsibility sheet for the office. He discovered their actual running cost (2 lakhs per month) for the first time, realizing they were spending from their pocket in some months. He is now looking to **hire two people** to run a new vertical of their business for which he has 200 pending inquiries.
  - **Results:** He made 3-4 "sorry calls," which brought back business (₹50,000 work from a ₹5,000 inquiry). He acknowledges that doing this work for just two days recovered the workshop fee.

These testimonials collectively highlight the transformative power of implementing systems, delegation, and clear measurement in various types of businesses, leading to increased efficiency, personal freedom, and significant financial growth.

Sorry Call: A system of initiating calls to old or dissatisfied customers to rebuild relationships and generate new business. It was discussed as a successful implementation by participants who received new orders or improved relationships.

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Parchi System: A delegation and accountability system for staff, where tasks are written down and tracked. A participant noted that implementing this system, along with the owner starting work early, improved staff punctuality.

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Monday File: A system for consolidating all weekly documents, checks, and approvals to be processed on Mondays. This day is referred to as "Freedom Day," aimed at freeing up the rest of the week for the owner.

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Expense Sheet: A tool used to track and visualise expenses, helping identify areas of wastage and improve working capital management.

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Inventory Management System (IMS): A system, often involving sheets, used to manage stock levels, identify incorrect inventory, and optimise working capital. A participant noted that implementing IMS helped save significant money on purchases. It is also part of the broader 9-month program curriculum.

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Social Media Deletion: A personal productivity practice involving deleting social media applications from phones. Participants experienced increased time and reduced stress, leading to higher productivity. Rahul Jain challenged participants to implement this.

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Going Out Without Phone: A practice of leaving the house without a phone to enjoy freedom, reduce stress, and spend quality time with family. Participants reported feeling lighter and enjoying better quality time.

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Sales Pitch Recording/Analysis: A method where sales personnel record their pitches, which are then reviewed to identify issues such as making unfulfillable commitments, aiming to standardise and improve sales interactions.

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8 AM Start: A practice for owners to start work by 8 AM, which, by reflection, also encourages staff to arrive early. Participants reported improved punctuality among their staff after adopting this.

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Recruitment FMS (Flowchart Management System): A structured process for recruitment, advocating for a **dedicated recruitment executive** whose sole job is to source candidates. This ensures a constant flow of suitable manpower and prevents hiring ineffective staff.

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Problem vs. Symptom Framework: A diagnostic approach that differentiates between a surface-level symptom (e.g., lack of available people) and the underlying root problem (e.g., ineffective recruitment process). Rahul Jain uses a fever/sore throat analogy to explain this.

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Poor Thinking vs. Rich Thinking Framework: A mindset framework categorising business owners' focus: poor thinking is primarily **cost-focused** (reducing expenses), while rich thinking is **growth-focused** (expanding the business).

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Training System (Video Training): A method for quickly training new employees (e.g., in three days) using detailed video tutorials for specific tasks, thereby reducing dependency on existing staff and solving attrition problems.

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Cheap, Beautiful, Durable (Sasta, Sundar, Tikau): A guiding principle for designing all business systems, ensuring they are cost-effective, user-friendly, and long-lasting, particularly suited for business owners (referred to as 'Lalas').

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Increment Policy: A future system designed to ensure staff contentedly accept salary increments without arguments, by linking them to performance data from MIS and Delegation Sheets. This policy is covered later in the 9-month program.

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HR Policy: Standardised policies for human resource management that are designed to be effective and easily followed by staff. Rahul Jain offers to provide these policies.

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Repetitive Tasks (Checklists): A system using detailed checklists to ensure consistent and timely completion of recurring tasks, such as daily operations, weekly schedules, maintenance, and administrative duties. Examples include shop opening/closing, material receiving, security rounds, and cashier checklists.

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Monitoring System (MIS): A crucial system for measuring employee performance and task completion, built on the principle that **"Measurement drives behavior"**. It uses **Work Not Done Percentage (WND)** and **Work Not Done On Time Percentage (WNDOT)** as key metrics, often with negative scoring to drive improvement. This forms the basis for Executive Meetings and helps determine increments/bonuses.

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"Why Not to Ask 'Why'": A technique for accountability where, instead of asking "why" a task wasn't done (which invites excuses), the focus shifts to "when" it will be completed, to drive commitment and action.

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Delegation Sheet: A tool used to delegate tasks and track their progress, visualised with **Green, Yellow, and Red** statuses based on adherence to deadlines. It is integral to the Executive Meeting process.

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Executive Meeting (EM): A weekly, one-to-one meeting between the owner and staff members, typically held on Monday mornings, to review MIS and Delegation Sheet scores and discuss future commitments.

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Team Alignment Meeting (TAM): A meeting conducted with the entire staff to align them with the new systems and the vision of becoming a system-driven organisation.

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Cash Reserve: A financial strategy to build and maintain a reserve of cash equivalent to three to six months of the company's operating expenses, ensuring financial stability regardless of sales fluctuations.

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One Day a Week Work (Freedom Day): The ultimate goal of the auto-pilot system, enabling business owners to manage operations in just one day per week, thereby freeing up time for personal life and business growth.

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Auto-Pilot: Defined as **"Quality and Quantity Delivered on Time, Every Time"**. It is the overarching objective of implementing all systems, leading to time freedom for the owner and profit doubling.

- **4 AM Start / Brahmi Muhurat**: A powerful personal productivity technique of waking up at 4 AM to utilise the early morning hours for focused work and personal development, leveraging ancient wisdom and modern science about optimal brain activity and cosmic energy. It's promised to significantly boost productivity.

- **Work from Coffee Shop / Outside**: A strategy for owners to work from a location outside the home or office (e.g., a coffee shop) to minimise distractions, improve focus, and maintain a productive environment.

- **One Thing**: A concept from a book of the same name, advocating for identifying and intensely focusing on the single most important goal or task at a given time (e.g., making auto-pilot the current "one thing" for the business owner).

- **Measuring Profits**: The fundamental first step for any profit improvement strategy, requiring business owners to regularly (e.g., on the first Saturday of each month) calculate and review their monthly profits.

- **Planning for Profit Doubling**: The core requirement for doubling profits, emphasising the need for a written, non-negotiable plan and strategy for achieving this goal, as most businesses lack such a plan.

- **Sales System**: A structured and scientific approach to sales that moves beyond simply pushing sales, providing a clear framework for consistent growth.

- **Sales Auto-Pilot**: A system designed to make sales happen automatically, reducing the need for constant owner intervention.

- **Sales Funnel**: A framework for tracking and optimising the entire sales process, from lead generation to conversion, to identify bottlenecks and accelerate profit doubling.

- **Five Critical Parameters of Sales (MECA)**: A measurement system for sales performance, focusing on **M**eetings, **E**rrors (implied by problems), **C**onversion Ratio, and **A**verage Rupee Sale. This system provides total control over a salesperson's activities and effectiveness.

- **Sales Division (CR&R & NBD)**: Divides the sales function into two distinct departments: **Client Retention & Re-order (CR&R)** for managing existing client relationships and repeat orders, and **New Business Development (NBD)** for acquiring new clients. This separation prevents existing sales teams from neglecting new client acquisition.

- **Sales Coordinator (SC)**: A dedicated back-end support role responsible for handling all operational and follow-up tasks related to sales (e.g., lead generation, order processing, and communication with clients post-order), allowing salespeople to focus solely on selling.

- **SCOT Sheet (Sales Coordinator Order Taking Sheet)**: A "very powerful and simple" sheet used by the Sales Coordinator to track existing client order patterns, average order value, and call frequency to ensure persistent follow-up and timely order collection.

- **Persistency**: The "first rule of sales," stating that a customer typically says "yes" only after having said "no" five times, emphasising the need for consistent follow-up. This applies to various industries, including retail and services.

- **Growth by X% Each Month**: A strategy to achieve significant annual turnover growth by targeting a small, consistent monthly sales increase (e.g., 4-6% monthly growth can lead to 50-90% annual turnover increase).

- **5-for-5 Compounding**: A sales growth strategy briefly mentioned as an additional "magic" element, but not detailed in the provided text.

- **Value Proposition**: A framework for developing and communicating the unique benefits of a company's products or services to clients, shifting focus away from only offering discounts and credit, and proving value to justify desired pricing.

- **Customer Wallet Share Analysis**: A method to understand the proportion of a customer's total spending within your product category that is captured by your company versus competitors. The goal is to increase this share by becoming a preferred vendor through superior service and value.

- **Full Kitting**: A system for ensuring all necessary components or materials for a task or project are assembled and ready before work begins, thereby preventing delays and improving efficiency. A participant successfully applied this to building a house.

- **Driver Checklist**: A system to track and manage vehicle usage and maintenance by drivers, involving daily checks and photo evidence.

- **"Atithi Tum Kab Jaoge" / Guest Management**: A system for documenting visits from government officials or other important guests, including their purpose, who attended, and any suggestions or actions required, with photographic evidence.

- **Kapil Dev Checklist / Multitasker Management**: A system for managing "all-rounder" employees who perform multiple, varied tasks across different departments, using a pre-planned schedule and check-ins to ensure accountability.

- **Purchase FMS**: A detailed, integrated system for managing the entire purchasing process, from raising indents to vendor selection, quotation comparison, order placement, material inbound (with photo evidence), quality checks, and payment processing.

- **Employee Check-in/Check-out**: A system for accurate tracking of employee attendance using photographic evidence at the gate upon entry and exit.

- **System Index**: A master index of all implemented systems (FMS, checklists, etc.) within the company, designed to help manage the growing number of internal systems.

- **Business as a Science**: The overarching philosophy presented, stating that every aspect of a business can be broken down into repeatable processes and systematised for predictable results.

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K.T.J. (Karo Toh Jaano – Do it to know it): An experiential learning principle encouraging action and implementation to truly understand and benefit from the systems and concepts taught.

- **O.W.S. (Optimise What Sells)**: A system to optimise inventory and production based on actual sales data and demand, preventing overstocking and helping manage price fluctuations in commodity items.

- **Financial Control**: A key focus area in the 9-month program aimed at providing complete control over a company's cash flow, budgeting, and overall financial health.

- **Quality Management**: A system dedicated to ensuring and maintaining the desired quality standards of products or services within the business.

- **Vendor Service Management**: A system designed to manage relationships and services with vendors effectively.

- **Customer Management**: A system focused on managing customer relationships and ensuring satisfaction.

- **Remote Operations**: The capability, enabled by comprehensive systems, for a business owner to manage and run their entire operation from a remote location, without needing physical presence at the office or factory.

- **W.A.M. (Wife Alignment Meeting) / Wife Management System**: A humorously referenced system or approach to align one's spouse with the demands and changes in the business, supporting the owner's commitment.

- **"Cheapest Investment is Manpower"**: A philosophy that views investing in human resources as the most cost-effective way to achieve business growth.

- **"No Money, No Problem"**: A philosophy implying that financial constraints should not be a barrier to implementing systems or pursuing growth, suggesting that alternative, cost-effective methods exist.