

lock-in-2024-module-04-hot-seats

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SUMMARY KEYWORDS

people, business, referral, question, companies, hear, identity, deliver, work, learning, consulting, market, partner, offer, clear, 10x, give, man, result, seminar

SPEAKERS

Tony Robbins, Jay Abraham

Jay Abraham 00:11

This is so fun. We used to do this all the time. In Amsterdam, London, you're going to love this. So we bring people on both sides, we have mics, anybody who has a problem, a challenge or an issue or an underperforming or an unrealized opportunity, which is frankly, all of you has the right to come to one of the mics, then you are given five minutes in the beginning, Max, to tell us who you are the business you've got, how it's driven, what the one biggest problem issue, issue bottleneck is, and why you think if you solved it, it would make a difference. And the reason we want that is that everything you do and we do for you is designed to help everyone, right, so the more you articulate than we can see, because oftentimes, as I said earlier, what people think is the problem is really more of the symptom. So we'll find out then, he is the nice guy, you saw the good part of me I tend to be tough love when it comes to these things not to hurt you. But to force you to be clear communicator to force you to concretely look

Tony Robbins 01:26

at wasn't gonna cut you off.

Jay Abraham 01:29

But I do, and he always goes, oh j, we go through fast this, anybody that watched and never been to Amsterdam, this is much faster, and then we switch. If it works, well, we keep doing it. If it's little slow, we chipped we get panels, it's so much fun. And now you can take any kind of note you want.

Tony Robbins 01:53

And the goal is to share not just solve your problem, or you have an opportunity, you're not maximizing, but think about how to share it in a way where we can help you but also potentially, it could benefit the people around you. We all want to learn from each other. And you'll learn from each one of these. So we have a couple of mics.

Jay Abraham 02:07

Yeah. And Tony, if I may, one more dimension. If we have time. At intervals, we'll ask the audience to share insights they got from other people so we can see it's landing. Yes. And I'll try to explain if there's a correlation to something I talked about how bad is at work and my slide Great. Are you also

Tony Robbins 02:26

will go to you at home too. So yes. You want to raise your hand. So in calling some of you here as

Jay Abraham 02:31

well. So very cool. Okay, good to the mic. We go. All right.

Tony Robbins 02:34

It started out, give it up for him. We need energy during this though. Keep the energy out oh man in here. All right. Go for it. Don't put your name tell him where you're from? What's your business?

02:50

So my name is Sebastian. I'm from La Jolla, California. Yes. And my industry is strategic innovation advisory. I'm also doing this with in partnership with your friend, Roland Frasier. Our clients are business owners, and CEOs. And what we sell them is a one time consult to create a plan so they can rejuvenate their business or boosts the revenue and the profits for potential sale. Okay. What we also do is offering an ongoing advisory for the execution of that plan.

Jay Abraham 03:32

Okay, what's, what's your question? I'm

03:36

going through, you're

Jay Abraham 03:37

okay. All right. Okay. Well, you

Tony Robbins 03:39

have to go through the whole thing.

Jay Abraham 03:39

Yeah, you only have five minutes, I want to make sure we get you do

Tony Robbins 03:43

be like me all night long. There's about seven pages.

Jay Abraham 03:48

I was gonna say that I thought you'd yell at me.

03:51

The question is right now I just market this by personal referral. And my biggest untapped opportunity to is to spread the word and get myself.

Jay Abraham 04:02

Okay, so let me ask you a quick question then. May I? Joanie? Yes, of course. So when you do what you do, how do you charge? And what's the correlation? What is the outcome normally of people that apply whatever it is you are doing for them? What do you do? What do you charge? What is the result?

04:19

So what we say when we create this plan, we analyze the gap. So where is it where they want to go? And we ensure that they get to how, how we do that?

Jay Abraham 04:29

Oh, by the way, if I am more aggressive, I'm interrupted, because I either get it or don't get it either way we want to move on or get clarity.

04:37

How do you do it? How we identify the gap?

Jay Abraham 04:41

Or? Or how do you ensure that they're going to be able to do anything with what you find the gap is the gap. Yeah, how do you close we know that you find a gap that's profound. How do you get them to close it and act on it? And

Tony Robbins 04:51

what do you charge them and how do you do it? Yeah.

04:53

So we close the gap with strategic innovations. What does that mean? Was a mean is what we're learning here? So my background, I've lived and breathed innovation for 20 years in the big corporate, okay with BMW, so I had the pleasure to shape the future of mobility for two decades with that

Jay Abraham 05:12

question, and please never know. So, are you targeting smaller medium? Which size entrepreneurs or categories? Are you targeting?

05:21

We're talking, we're targeting business owners, any kind, multi mil, multi million dollar. Okay.

Jay Abraham 05:28

All right. So you found them so far by word of mouth or referral? So they tried a different way?

05:33

Please?

Jay Abraham 05:35

Do you get a lot of referrals right now?

05:39

I get enough because I have been trading just my hours for money. Okay, so right now I'm consulting of Chinese billionaire that just came through my What do you charge for this guy? And right now, I'm still in the investing phase.

Jay Abraham 05:52

So what do you charge when somebody pays you?

05:55

Then we charge for, we have three packages, 25,000 50,000 and 100,000. To create the plan, okay.

Jay Abraham 06:04

When you get the plan and you deliver it? What's the action coefficient? What do you have them do with the plan? So give them what the action steps

06:14

we be create steps, okay, so that we are an investment that with the steps, we show them that they will increase their profit? Minimum 10x. Okay, for the

Jay Abraham 06:27

25,000, you show them now. So you're saying you'll get it 250,000 yield on this ad? Do they can do they have to agree that they see it by what you're saying? Or just saying if you apply it, you'll see it? Or whatever?

06:40

It's okay. All right. Sure. Work the plan. We know that.

Tony Robbins 06:44

I got it. Why should I buy from you versus someone else?

Jay Abraham 06:47

Yeah. And how many people get a result?

06:51

why they should buy from us? Yes. Because we've been proven that this works in in the business.

Jay Abraham 06:58

You yourself? Yes. Okay. So you have a lot of success stories? Yes. And what would they be? And so does, obviously, no,

Tony Robbins 07:06

but but so give me an example. Pretend I'm a client right now. Why should I buy from you versus someone else? You're making a big promise to me using it to grow my profitability is 10x or \$25,000? That sounds like a nice trade to me. So convinced me, how are you going to convince me that that's true?

07:24

It's true.

Tony Robbins 07:27

Well, why do I know that? I'll get my money's worth? Yes. What's my guarantee? What's your irresistible offer?

07:34

The irresistible offer is, if we do not come to executable plan with isn't this consult that you believe that you can execute with your team. And you then do the steps that we agree that you want to do, then you get your money back?

Tony Robbins 07:53

So I'm just gonna give you feedback, but not like either one of us. But just ask your peers. And this is where you can really help each other. So you got to be honest, how many are sold by that presentation? Raise your hand? No one, not a single person? Yes. So I think it's not a referral problem. I think you have not made a clear offer, you've not made it clear how I'm going to add value. You're relying too much on your history of BMW, which by the way, with good social proof actually liked hearing it, it gave me some credibility for you. But I should hear that in the first few seconds, I should know what you're going to bring the table, I should also know which specific niche of a business you're coming for. Because you just come for any business that does, you know, X amount of dollars. That's nice. It makes a broad market. But I haven't heard any real expertise from you. If you said it was mobility. And I'm in the mobility business of any sort. Now, your BMW experience matters to me, but I don't hear it as a spa. But now you're saying here's what I do. Yeah, we've produced for 100 companies, 10 companies, 20 companies. And here's a list of them. We've doubled, tripled, or quadrupled, or 10x, I would make sure I under promise and over deliver it I have the promise big enough that they absolutely want it. I'd have the offer irresistible enough, but your offers not irresistible. There's no clear sense of risk reward for me. So you're the only person you're gonna get as a referral. So you don't you don't have anything to market right now. Because you haven't thought through who are your competitors?

09:16

The competitors are the ideals or the bigger McKinsey companies been. But they always bring in an external consulting team, where since I have been leading again my social proof I have been leading the innovation consulting within b&w Even this internal consulting had the problem with a not invented here syndrome, because BMW is structured that you have the r&d Stop

Tony Robbins 09:45

for a second crucial amount of time it's taking for you to explain to me your benefit is going to lose almost everybody. Thank you. So I'm not being harsh to you and I can feel this I want to shoot you straight. So here's what's missing for you. You need to tighten up exactly what you're on Offering and beyond articulated with passion and clarity quickly, you need to give me contrast against the competition, I need to understand why I would do business with you versus someone else, every one of you should be able to answer that question. If you can't tell me, why should I buy from you versus someone else? You don't have to worry about any other part of your business because you can't mark it. So you have to resolve that you have no way to differentiate yourself. Without that. Why should I buy from you versus someone else and give me pieces that are social proof that are brief and real now? And then what is my guarantee? What's going to make this offer irresistible? Why, if this man learned anything from him, one of his greatest gifts is not just risk reversal. But giant risk reversal. If I said to you, if you don't make \$30,000, within the first six months of our relationship more than you did, and your business normally does, 300,000, that's a 10% increase, you pay me nothing. But you need to be with me for seven sessions for one hour each, and I need to have your players and will grow you 10% or 20%, or 30, well, you pay me nothing. Now you got how many more interested in that raise your hand, right? Now I have more certainty, your job is to produce absolute certainty in the shortest period of time, and that clients mind of the added value you're gonna bring, I mean, you have absolute clarity,

when I'm gonna get an absolute clarity, I'm not going to lose, do me offers I hear per day people wanting me, for example, invest in something or partner with them, or they're gonna give me a percentage of their company for nothing. And they think I'm just gonna jump all over it. No, my time is the most valuable thing even more than my money. But most people don't have a real clue of how to communicate. Yes, you are in the job of communication. First, you cannot influence someone if you don't have clarity. Your number one piece of clarity is what do I do better than my competition, which means you should know your competition. And you should be able in a few seconds to contrast yourself to anybody else in the business by some form of social proof fact result or guarantee. If you don't have that, don't even think about anything else. Because that's the basis of your marketing. That's the basis of your offer. I cut to the chase, this man has so many beautiful tools, he gave you a bunch of them, I put them here with my list in front of me from what today is. So I can think about anything and look at this. But none of this will work. And he'll tell you this, if you're not clear about what is your added value, what is it you're going to bring to the table that no one else does? Or you do better than anyone else? And then how are you going to show me that? What are the legs, you're going to put into the table of your comments are the best at this. Because everybody makes promises. Everybody says great services. So you can't and you can't use words. I don't know what they are. And I understand strategic intervention, because you're learning from probably from our group of coaches, which is fantastic. But most of you don't know what that is. So I wouldn't even use that. I just say we come in. And I make it very simple. We help businesses grow their bottom line, and less than six months by 20%. Guaranteed. Who's interested in hearing more after I say that? Okay. You don't have anything close to that. But you could in 10 seconds, so goes to dress down? Yeah. And could you got such a good heart? And I bet my bet is you're really over deliver. That's my bet. You're just terrible at communicating. And if you're terrible at communicating, you're not going to build the business except the referrals. And that means you're going to be trading time for money for the rest of your life and you don't really own a business, you're self employed. And if that's all you want, it's okay, but I don't that's all you want. Okay, so sit down and go to work. Yes. And

Jay Abraham 13:20

you need to be physically the nice part. So test with different people, different ways of saying I was gonna say one thing Do y'all know, the original title of thinking grow rich? I forgot how to make a bootable. With your noodle or by using your noodle, a bond, bond bond. Now they sold what 100 million 200 million men

Tony Robbins 13:46

are from Mars, Women are from Venus. That book was originally men and women in relationship. Exact same book. It has old was it 1000 copies, 1100 cameras. And he changed the title didn't change anything else in the book. And it was the best selling book other than the Bible in the 1990s. Right? One title changes is what this man teaches. You want to change the return you get on your headline? Or your app change the headline?

Jay Abraham 14:15

Yep. So try a lot of different ways of articles. I want to know me personally, how you're going to do it, but no mean exactly. But you're not as concrete. So next, but thank you. Very good.

14:28

Thank you, man.

Tony Robbins 14:32

By the way, every person we work with this is going to be boring. Unless you sit up your Jerison energy and go there's something in every interaction I need for me. How many of you could do a better job of clarifying exactly what advantage you provide over anybody else compared to your competition? Listen, you're selling identities also. I'm not going to work with him if I don't think he's a player of my scope. How many followers it doesn't match my identity No matter what he says your promises to me. So you got to expand that sense of identity. What's the identity you need to have for that person? How can you show that identity? Right? That's really, really critical. So be crystal clear. And here's how you know identity by who you are. And by who you're not. I'm not How do you know if somebody somebody gives you cigarettes? You say, you know, how many of you used to smoke cigarettes anyway, you smoke cigarettes, but don't anymore, right? So somebody offered you a cigarette today? What would you say? I don't like the brand. No, what would you say I'm not a, I'm not one of those. That's the most powerful influence in the human psyche is identity, the need to stay consistent with who you are. So earlier in the week, when I picked up that woman's purse, who's got the Louis Vuitton purse, and I pick up that piece of trash purse, tried to give her that it doesn't matter if it's the same size, and she'll rationalize everything she wants an identity, she wants to be known as the best, the other one wants to be practical, or wants to be fun, or wants it to be easy. You have to understand who your client is, and what their deepest needs are. And you must deliver those and the more you know, go back to those basic three, who is my ideal client, if you don't know that you're wasting your time? Who is my ideal client who's going to stay with me when the economy gets rough? Who's going to buy more than once? Who's going to refer people to me? And then you got to know more about them. They know about themselves, where they love what they hate? What excites them? What confuses them? What frustrates them? What pisses them off? Because the more you know about their psyche, I always say, remember that life is the dance between what you desire most and fear most, if I know what you desire, most and foremost, I know you. And I know that I can figure out how to do the second step, which is make an irresistible offer. I always chunk up to these three, and then how do I over deliver? How do we do more than I promise, because then I'm gonna build a brand. And then people get on the ground and reach buying somebody else's product to pick up your product, or sell everybody else. I want to talk to this person, or fly across the world, or be up in the middle of the night. Thank you, my dear friends around the world to learn and grow from you versus someone else who's around the corner, who they could talk to in normal time zones. You want to do that. And every one of you has the ability, but you've got to draw a line in the sand that says, I'm not going to tolerate any more a lack of clarity in me. And you can do that today. You don't have to wait forever. There's not something like it's a 20 year project. But it requires you just not trying to be perfect and getting something out and doing exactly what he said Test test test. try try try. Or did you share it with them? I didn't get to hear it. I didn't hear you share it. I didn't hear every moment of peace with your strategy that you do on Amazon. It's not so break it. Okay, good. I get that same strategy. Like let's go see what everybody else has written. It's five stars. And let's find the one stars I want another one stars also not not to say it's also as important what to say, Yep. You got a great option. And there's some companies now you can look at your competitors. And they'll bring up all their advertisements for you. You can see everything they advertise. Yep, all in one fell swoop. You want to do some research. You can see I like this. I hate this. I think they're doing a good job in this I could do a better job on that men do it and execute it. Perfect. We have tools today that can accelerate the tempo better than ever before. Let's go the next person for

18:26

Hi, Jay, thank you so much for being here. My name is Angela. I am a tax attorney. I quit my corporate job last year and now I am I was working on this. I meant I help people save taxes and build wealth

through real estate investments. And so currently my portfolio is comprised of vacation homes similar to Joe on Airbnb, also have been assisting on syndications on the general partner,

Jay Abraham 18:55

you basically guiding them, are you actually the syndicator.

19:00

So we helped with the capital raise and then get a portion of the acquisition fee. Okay, let's equity on the opposite side.

Jay Abraham 19:08

So I didn't hear that though. And what she explained that she helps in the capital raise. I didn't hear that

19:14

as a general partner. So we partner with the people who are actually doing and you help

Jay Abraham 19:18

them raise the money.

Tony Robbins 19:20

Exactly. Okay, that by doing tax, advising to people, and then when you're advising them, you show them this is one of the ways in which they get depreciation.

19:27

Yes. As well as on the short term rental side is okay. So my question is actually, there's so many people here who have real estate prowess, lenders, contractors, prefabricated housing, and there's so many needs like in the US General right now for affordable housing, but there's so many niches within real estate. Would you be interested in forming like a J and Tony real estate group to be able to hire Notice all of our combined, you know, expertise. And then you we could help each other like, one thing that really blew me away was this is my first business mastery. And just to see over the course of three days, everybody mobilizing to be able to create a 501 saved three, one member on our team already had a design guy, and they came back with the logo within a few minutes, there's just so much power in this group. And right now I'm doing kind of my own thing in my own little corner. But I think Potentially, it could be really powerful. If you combine all the contractors to the lenders, etc.

Tony Robbins 20:38

To do it, I wouldn't leave it up. And the reason I wouldn't leave it up is because when you enter transactions, where investments are involved, it changes the game and the relationship. So I try not to do that with any of them. Like all the things even when we go to, for example, do our financial program for the plats, I make a crystal clear I bring all these people in I don't know any part of it, I have two that I own a part of I tell everybody about it. And I only do it like if I could, this group is not going to change my economics this much. But I don't want to deal with somebody who is learning steal. And I don't think you should either. I mean, you guys want to have access to the best in the world. The whole reason I wrote this final book here was to build relationships with the smartest people on Earth in this area. So I didn't want to do something that's a couple of levels down and trying to figure it out and do it I want to deal with somebody already knows it. It's like I'm getting example, Dean is really brilliant. He taught real estate for years by by leveraged real estate turned around when I first met him 1015 years ago, I

remember I thought, you know, I should, you know, your great income off rental property, you know, you have depreciation off the rental property, all the things that you know, and geez, I could leverage out of this, maybe I should do this and build up like 500 homes that I own. And I started the process. And as I started the process, I got to see how much of my time and energy was required for that. Let me find some was the best in the world that already doing this. And let me invest with them and partner with them. And the kinds of returns I've gotten, you know, in the 35 to 40% compounded for the last 12 years. Because I found the best I do not encourage people on a financial level to go to someone who's learning. You want to go the best? Yeah, not you can't always get access to the best, I understand that. But anyone can with enough persistence and enough anything. When you talk to the people that I've talked to they're we're in a position they are running 100 billion dollar companies, because of several factors. The number one factor, I know it's overly simplified, they wouldn't settle for anything else. They called, you know, the strongest one I mentioned, the gentleman from Mr. Robert Smith, 100 billion dollar company 37%, compounded for 26 years. There's nobody like him. He knows exactly that business. He knows what to do. Of course, you can't get in, right. But I got in by buying into the GP. So I'm a general partner and a limited partner. So I get his two in 20, as well. But I get all of his expertise. And he works 20 hours a day. And I don't mean that I'm here with you. So I think when you get to your finances, unless it's your core business can settle for anything greater than the greatest you can possibly get a piece of you, why would you waste the time you got another business on your case at your business? So in your case, I think what I'd be doing a sit down and saying okay, that'd be nice, be nice to do that you still could. But I think you really got to define what's going to set you apart from everybody else, because there's a million people doing what you're doing and some better. So I'm not being derogatory, I'm just saying the are better. So how are you going to do that means the way you do it is you get a niche. It's like we do this better than anybody else and that you could own. But right now you you talked about the way your voice dropped, you were very clear to you talked about what you did. And then you dropped it and said three different things kind of gently. And it was there was no sense of ownership in it. When you said it to me, were us. And that is not a good sign. Because who has to be the best salesman in your company. If you're not the best salesman in your company, because you don't like sales or whatever it is, you're you have to be the influencer you this has to be so your mission. But again, you got to you got to say how do I differentiate? So help me it's the same question as asking him, why should I do business with you versus all the other options I have. So

24:14

So currently, the portfolio is for me building out my own sort of long term, long term rental short term rental portfolio, and then I'm definitely an infant stages of being able to do it myself. And then once I built up the expertise, then actually consulting or helping others. So

Tony Robbins 24:37

when you're in that stage, you're gonna have to get people that don't have those other options. So you got to say, Who is that audience that isn't being exposed to this? And you're gonna have to figure out what my offer is, it's irresistible. And then you're going to figure out how do I over deliver and then with results, you'll start to build a brand and make a go, but you don't go from you know, your own portfolio is not even built yet. To go having huge team, if you do, it's gonna be a disaster. You could do it. People do this all the time they get together with their friends. It's like, I think I've shared with you, some of you before. I remember years ago, I went on the view. And it was the morning show with Barbara Walters group of women, she was still involved there. And Barbara's brilliant lady, and they interviewed me in January. And it was all about how to get in shape, how to get strong and get fit for the new year. And so I did I supposed to five minutes, and I did 10. And they finally read last second ran to the commercial.

And then my segment was over. And they followed me into the greenroom during the commercial. And I said, Oh my God, you've inspired us so much, we're gonna do this, we're gonna make this happen. I said, Okay, well tell me what you're gonna do what you're gonna make capital, we're gonna, we're gonna get together, the four of five of us. And we're going to do this every morning together. And I said, stop. I said, Do I have permission to coach you? And they looked at me and said, you know, don't get me to It's okay. No, no, we want your coaching. Okay, but I gotta be able to direct with you. You were the best in your business. Barbara, you're the best in history, male or female. You want the greatest journalists in history? There's zero question. I'm not your respect you. You guys are phenomenal in this area. But look in the mirror and tell me if you're phenomenal and the mastery of your body. You're not. I'm not being derogatory. You know, you're not. So here's what's gonna happen. You surround yourself with other people who are not as skilled in this area. And after two or three days of doing this, somebody's gonna go I want a mocha smoke from Starbucks, and someone else can now we're supposed to work out, you're gonna go okay, well just stop for 10 minutes. And then a week later, you won't be doing this. And two of the women were like, gasped when I was so direct. But Barbara Walters was awesome. She goes, You are so right. So you need to get yourself a professional trainer said listen, because okay, you know, I'm going to spend the next week I'm gonna evaluate all the trainers. I said, Ma'am, oh, you need somebody behind me growling rod, that's all you need right now. You don't need to spend a week to go find some trainer. You need someone who's done it. When you say I want my mocha smoke is gonna say no, get your ass up here. That's what you want me to do. So do not when it comes to finances, link up with each other because you love each other. That's the wrong do. Unless you're linking up somehow doing something, we're getting access to someone who's better than all of you combined. Otherwise, you're playing games and the most valuable thing you have, what is it time, it's more important than the money is the time. So you have a dream, you're not going to go from here to hear. You have to go from here to here to here. And then you can hockey stick up. You got to go produce the result. So you got to say what is it that's gonna make me someone invest with me versus someone else, even though I knew when I did when I was brand new, I'm a kid, right? I'm running around, I'm 18 years old and telling people how to run. If I see it today, I see some coastal stuff a life coach, and they're 20 years old. But I was doing it again. So I didn't get by with that I did in the beginning, people were like, Oh, here's the kid. And then my whole thing was No, I get results, I get measurable results, you give me an hour to two hours, you tell me your impossible problem, and I can solve it with you. And I put my house on the line. And I did it again and again and again. And then my referrals exploded. And then my reputation exploded. They built the brand because I was doing what everybody said couldn't be done. You got to figure out how to produce a result, there is no marketing substitute for results. There is no marketing substitute for creating raving fans. And you only get raving fans by over delivering. So you can try and market all you want. But it's not going to last not in today's society because good news travels fast. The bad news travels what faster, and competition will write about you. Because in social media, there's no real way to track it. And make it sound like lots of people have competitors that say all over their social media and everything else is totally made up. It's not good. It's not nice, but who will bury them? Is all of your clients. If you've over delivered, you got raving fans, you'll never have to pick up your computer and type anything down. Because the people have experienced you will go you're foolish. You know you're talking about and then oftentimes they get exposed do they are so I know this doesn't sound encouraging because you're at the beginning step you'd like to leap over. So how would I leap over? If I was gonna leap over I partner with somebody who has more credibility than you? So here's the question that I'm always asking. And I did the very beginning of how I built my whole seminar business was okay, I have the skills like Jade has the skills. Jay, you've done the same thing over the most of your career. But in the very beginning I did. I looked for Association marketing, I say who has access to my ideal client who has them and so I remember

there was this group called Insight seminars in Santa Monica, California. And they had a guy who was kind of a guru type guy and they had great facilities. It was on Santa Monica Boulevard in LA in a prime place brick, we'd spent a fortune on it. The guy had made a ton of money. And I went to them and said, Why don't you experience what I do because I think I could Find your market for you. Because you guys do these two programs. And then that's it. So I went through their programs and unfortunately saw that they were. And I had a hard time keeping my mouth shut about that fact. And I got up and did some classes, and pretty soon my classes were bigger than theirs. But they had the audience. So at one point, he brought me an explained, people only have so many spendable dollars, and they were going my way and not his way. And we ended the relationship. So I learned more. But it became how I started. Then I found another group had a big audience. And I learned from that said, Okay, how do I make sure this is a win win for them? Right. But I went to someone who already had the social proof, this guy was considered a guru at all these people, and then I over delivered and instantly I had that audience. So I would look for who has your market, it's a fastest way to grow your business is not to go run more Facebook ads, and want to have a Parthenon corpse, you want to do all those things. But what will differentiate is, who owns my market that I get access to? Who can I get? Who will endorse me? Who owns my market? Who could I get to I could strategically partner with if you could find somebody that's got a tenure track record, and you join them and you can bring business to them. It's like me going to work for Jim Rohn. If I got up and done the seminars myself, in the beginning, you wouldn't ever heard of Tony Robbins. But I was, I believe what he had to share. And I realized I'm not yet ready for that position. I get up and speak and do a good job. But not I didn't have his experience. So I want you to experience him. I did that for seven years. And every seminar I attended and wrote notes and took it in and got to my body and my association with him. I developed all these great relationships and then when I went to do my own event, people said shit don't he's amazing, and boom, it took off. So Association marketing, all of it, though none of it goes forward unless you can be crystal clear what is your competitive advantage over others? And you got to be succinct and clear. And you got to give me some sense of certainty. Are you wasting your time? That makes sense?