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EPISODE  
**56**

**Emmet Scott**

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Best of success,



John Bowen  
Co-founder, AES Nation

**John Bowen:** As entrepreneurs, we know we should form very powerful partnerships. The problem is we're so busy doing it that we don't know how to do it. Well, I'll tell you, I've got an entrepreneur here who's been in, I'm looking down at my notes, accounting. He's been in marketing. He's been in financial planning, more my industry, consulting, law, and now dental. He's really going to demonstrate business is business, but how important partnerships are in bringing together hugely successful businesses. Stay tuned to join Emmet Scott as we take off on AESNation.com. I'm John Bowen, and we'll be right back.

Emmet Scott, I am so excited to have you here. You and I have spent a lot of time together at Mastermind groups where we're sitting, we're brainstorming on practices, so I know a little bit about your business. You've created some amazing really magic, I'll call it. It's part of the name of the company, but I'll call it magic in the dental industry, taking all the lessons that you've learned from other industries and brought it together to grow a practice now, seven practices serving 80,000 professionals.

I want everybody, because I want to give a little framing before I bring on Emmet, but the big thing that blew me away when I was just asking some factoids to introduce him, in the last 24 months, 20 employees to 250. That's explosive growth, so we're here to show the power of partnering. Emmet, first of all, thank you for joining us today.

**Emmet Scott:** Yeah, thanks for having me, John. It's a real honor to be on.

**John:** Well, Emmet, one of the things that ... I normally joke that we didn't start out to be entrepreneurs. We didn't start out to be in the industry we're in. Well, you haven't stayed in an industry that long. You've been all over the place. The market's been giving you different directions, but maybe before we dive into all the power of partnering and what you've been able to accomplish and some of the lessons that you've learned that you want to share with our fellow entrepreneurs, let's dive into your background. How did you get to where you are today?

Emmet: Yeah, weirdly, I started off in ... Well, I actually got a scholarship to be in electrical engineering, and luckily, I took a break from college for two years to serve a mission. I knew one thing when I came back; I was not doing electrical engineering. I thought someday I'm going to be in some business. Accounting

is supposed to be the language of business, so I'll do accounting. That was probably frying pan to the fire as far as jumping into a very detailed field, and started down that path of accounting. Did one tax season preparing taxes, and that was enough for [crosstalk 00:03:20].

**John:** I'm going to stop you for a second. I did one tax season, too, so you and I ... I knew we had a lot in common, but the market does tell us things, and my partners told me, "Yep, you shouldn't do tax returns." Where did you go from there?

**Emmet:** Well, one thing that I think hit me, maybe my entrepreneur senses were up, but a take-away I had from preparing those taxes was this accountant had 2300 bosses, right?

**John:** Mm-hmm (affirmative).

**Emmet:** There was something really interesting to me there in that he had to be fired 2300 times, and I thought, "You know what? That's a really cool idea." Now, he also had 2300 people he needed to take care of, but I thought maybe I'd like something like that. Probably the point where it really ... I had that decision point was after I graduated, I had two choices to make as far as careers. One was to go into financial planning, which was the risky, commission-based choice. The other one was the sure-fire one, which was to be hired by Arthur Andersen. As you know, a couple years later, that company was gone, and it was like the world kind of told me, "Hey, there's always risk, so you can either choose to be in control of it or you can kind of hand it over to somebody else and hope it plays out well."

**John:** Well, let me just stop there because life intrudes for all of us. Really, when you think you're taking the safe road, and I think that most of us as entrepreneurs now have had enough of the kind of experience you had early on. I mean, you got it really early on, but big companies are not ... My wife grew up and worked at IBM for pretty much her whole professional career. The promise was you do your job; you'll continue to work, and you'll grow with us in the business. She did, and it was a great experience, but those aren't around anymore. This is where the opportunity to build a business ourselves ... Okay, you've now had the crisis of the moment. Arthur Andersen, one of the big eight, is just gone. I

mean, it's just gone, one of the safest companies, most respected up until that point. Where did you go from there?

Emmet: Luckily, I had chose the financial-planning route and started building up the business. I thought to myself, "I really should partner with an accountant," which you hear oftentimes in financial planning, but as I saw people trying to do it, it just seemed like they would go into an accounting firm, say, "Hey, we should partner. Send me some clients," and it just never worked. Having done that one semester as an intern and having some experience speaking their language, I went back to that accounting firm and said, "Hey, what if we built a financial-planning practice?" He said, "Sure. That sounds great," which I knew meant he was going to do nothing.

I moved my family from Vegas to Houston, where this firm was, lived off of credit cards for about six months, lived in an apartment. We had just bought a house, which we redid, and then we moved from it. That should have been the track where I knew I was an entrepreneur as soon as I started doing stuff like that. And worked really hard to just study this guy's clients and saying, "Okay, what's the value offering that I can really bring?" In two years, we were doing as much revenue on the financial-planning side as he was doing in his 20-year tax firm. We really had hit on something, and the partnership was working.

**John:** Now, let me stop you there, because I do teach. I coach. My primary business, as you know, is coaching top financial advisors, and I am a big believer in partnering. I mean, that's why you and I are hanging out in Mastermind groups. That's why we're doing these kind of things together and helping each other be more successful, and we want to share with our virtual Mastermind. But there was something that was very subtle that you did that was different, that most people try to partner a financial advisor with an accounting firm, and they do it by, "Hey, just give me some of your clients. I'll take good care of them." When you're partnering with somebody, they can't tell the difference between you and other, let's use the example, financial advisors. They have no basis to know whether it's good or not, and it's not in their enlightened self-interest.

By turning it around where, all of a sudden, you were going to help them build a business, that they were going to create value with their clients, serve their clients well, and create value, by delivering value to the marketplace, we have more value, I mean, it takes off. We see this over and over again in partnering. That's a great, classic example. You did that. You started having success. You're in Houston. I know you're not in Houston anymore, and you're in a different industry, so what happened?

Emmet: Yes. Then my son had some health issues, that the humidity was really bad, so we ended up selling that practice to the accounting firm. We moved to Las Vegas. I partnered with an estate-planning firm, started from scratch again. This time, I knew that I wanted to be more around the fee-based. I wanted more intimacy with my clients, so I was doing some self-discovery too about who I wanted to be. Used the same principles. Studied what the estate-planning clients really needed.

It just happened that I started working with a lot of entrepreneurs. I mean, fee-based planning is about complexity and solving for complexity. I started making a transition, too, as I was less about them putting money into their 401K and started saying, "You know what's best for them. They need to build out their executive team. They need to grow this business." So I started consulting them down that path, and before I knew it, I kind of had a business-consulting firm more than a financial-planning firm.

We ended up selling the financial-planning firm, and I got something for that, but then those who bought it said, "We don't know what to do with these clients you have," so they gave them all back to me. I started a formal business-coaching firm called Entrepreneur Advisors. Then I had had a goal back in Houston to someday have my own radio show, so I launched my radio show there in Vegas, called The Entrepreneur Life, and thus became my eclectic move from being an accountant to now having my own radio show. That put me in a ton of different industries. I was in law firms and marketing firms and construction drywall companies, all trying to help them and partner with them and figuring out what their real issues were.

**John:** Before we go on to the dental side, Emmet, I didn't know you had your radio show and all this stuff. We hadn't talked about this part. What were some of the commonalities that you were seeing that you could help your clients, now that you're consulting across industry? In the introduction, I mentioned business is business, and you and I both have been in a number of businesses. We've had the opportunity to help an awful lot of entrepreneurs. From your perspective, what was one of the things ...? If there were one big driver that you were able to help them with, what was it?

**Emmet:** Well, almost universally, successful entrepreneurs tend to be technicians in something special. There were the drywall guy who just went after it, did more than everyone else, had some sales skills, and all of a sudden, they had a company. If it was an attorney, same thing. They just better sales skills, better empathy. You saw that again and again. These were great people within their niche, but then when you started to get into things like understanding what a CFO would do for them or a COO on the operational side or HR, some of those real business fundamental things, they hadn't had any schooling in that. They really had no passion in that, and so that was starting to become the roadblock that was keeping them ... that ceiling of complexity that was keeping them from going from, let's say, a \$1-million to \$3-million business to a \$12-million or \$100-million business.

It was just that simple thing. How do I build out my executive team, make it less about a hub-and-spoke system, me as the entrepreneur in the middle, and more about a strategic team? That was the little tweak that I would start sharing with them. Typically, what they'd say is, "Emmet, it can't happen in my business. It's too unique. What we're doing is so customized, and the experience I bring to my clients, no one else can do, so you're not going to be able to systemize and automate my business." Then we'd just start the download process, and they'd start seeing their brilliance down on paper. They'd start saying, "Oh, well, maybe this could be improved, and maybe this could be passed on." Then we'd get the ball rolling.

**John:** I don't know if you ever read ... I mean, one of my favorite books is The E-Myth. I was talking with Michael Gerber last week, and what you were talking about, he talks about the technicians. We're industry specialists, that we come in

and we're really good at what we're doing, but we never signed up to be entrepreneurs and that jump. You can build a \$5-million, \$10-million business being a great technician, maybe up to \$20 million in some industries, but to have the big breakthrough success, you've got to have the right people on the bus to complement you. I agree. That's one of the biggest missing elements.

Emmet: Well, we're getting pickier, too, because we want to have this great business, but we want work/life balance, as well, right? I mean, a lot of people want to be able to spend time with their wife and children. They want to travel. We're in a world where we want it all, and I think it's absolutely possible, but it requires partnerships and a different kind of thinking to get that balance.

**John:** So you're moving from kind of consulting and the radio show. All of a sudden now, I know you of running a pretty sizable operation in the dental industry. We haven't even brought that up. How did you make that transition?

Emmet: A friend of mine, from the age of two actually ... We grew up as neighbors to each other, been best friends. He was out in Dallas, Texas. He's a dentist. He calls me, and I have my radio show that says, "Hey, let us help you automate your business." Being the friend that he is, he says, "Hey, dude, I want you to automate my business." So we start brainstorming. Now, this is a guy that has seven children. He loves kids. Dentists hate working on kids, right? He wants to do something unique and special, and so it starts off on I start reviewing what the competitors are doing in the space. I walk into these dental offices, and it's white walls, coffee table, and mom trying to keep kids quiet and so forth, high stress level for them.

We start brainstorming and saying, "We could do this totally different." I mean, we've been to Chuck E. Cheese a thousand times. We grew up in Las Vegas. We know what casino experience looks like, and we know what Disney is like. Why isn't that being brought into the space, which has kind of been a strength of mine, is just grabbing from different industries and saying, "Okay, this industry got really good at this. What would happen if you took that and brought it into this industry?" Everyone goes, "Wait, wait. Can you do that here?" Then the answer is always, "Of course you can. It's just no one ever thought that way."

We actually thought ... When I saw dentistry, I said, "This looks a lot like alarm service and pest control, right?" It's a regular, annuity-stream kind of business, just pure business perspective. Why wouldn't you have sales people? Why wouldn't you have people out at supermarkets talking to people? Why wouldn't you have them holding events at apartment complexes and other things and really increase awareness around oral health, but also why wouldn't you use CRM and drive leads? I mean, you can imagine dentists would be like, "What? What are you doing to our industry here?" But that's kind of how I thought about it and how we started putting it together. Between experience and then CRM, we really created something unique.

**John:** It is amazing, and this is ... Business is business and sometimes ... I mean, I think dental, I have the dentist I go to, and it's a pretty standard ... I mean, I love the guy. He's a great guy. He's very talented and takes good care of me, but it's the white wall, the whole thing. I don't think of it as entertainment by any means, and it's not like Chuck E. Cheese in Silicon Valley, Nolan Bushnell. I can still remember going to the first one. I'm not sure ... I don't have kids, so there's no reason to go to a Chuck E. Cheese without kids. You have to rent them if you don't have kids.

Emmet: Right, right.

**John:** But it's an experience that kids love, and this is where ... One of the big things, Emmet, I think you're talking about is, boy, what an opportunity when we really think through looking across other industries, what they're doing, and take some of our stuff that's really kind of a commoditized ... I mean, the dental industry has been commoditized. Financial services, largely, the industry I'm in, has been commoditized. It's not the brand. It's the experience is the brand, and delivering a great experience just makes such a difference. I mean, I look at the growth ...

Emmet: Well, let me try to talk you through ...

**John:** Yeah, go ahead.

Emmet: ... what our experience looks like because this is ... One, I'm really proud of it. Two, it's crazy. It's insane, but we have three different themes, an underwater theme, a safari theme, and then a castle theme. If you walk into the underwater theme, it's like a Disneyland ride.

**John:** Walk me through. So I'm coming to with, and it's for children that you're ...

Emmet: Primarily.

**John:** What's the age group that you're targeting primarily?

Emmet: Well, zero to 100, but ...

**John:** Okay. Yeah, that's right.

Emmet: It's kind of the MacDonald's model. Get the kids in there, and mom says, "Well, the truth is, I'm scared to death," but 90% are kids 18 and younger. Then about 10% are adults.

**John:** Okay. I'm guessing most kids aren't yelling, screaming that going to the dentist is on their list of to-do items that they want to do. So they're coming into this underwater. They're coming to the office. They open up the door, and what happens?

Emmet: Yeah. The first thing that they'll see at the beach theme is there's seagulls hanging from the ceiling. They look to the right, and there's a movie theater that's inside of a boat. There's a play gym that's a sand castle. When they look over at the lobby area where they check in, it says, "Charlie's Surf Shack," because it's all around Charlie the Chipmunk, this big mascot that we have. The kids are called back as prince or princess, so they're part of a story that's happening. When they walk into the x-ray room, it says, "Once upon a time, there was a chipmunk named Charlie."

Each room is a different page in the storybook. As they accomplish, get their x-ray, they get gold coins for accomplishing that level. They do their exam; they get gold coins for accomplishing that level. Then after they get their treatment, we

have a crowning ceremony. Bring them into a room, and we say, "For your bravery in dentistry, we now crown you king or queen of Smile Magic." Everyone cheers, and they get crowned a Smile Magic crown. They get a sticker that says, "Amazing Kid of Smile Magic."

Then we learn that mom was stressing out, so we give mom a sticker that says, "Amazing Mom of Smile Magic. Good job bringing your kids in here." They get a balloon, and then we say, "Now, do you have any money?" They're like, "Oh, yeah, I do," because they got all these gold coins. So we send them over to the treasure tower. They end up walking out with these treasures and the balloon and the sticker and this crown.

What's crazy is I'll occasionally see kids and I'll have my Smile Magic shirt on or whatever, and the kids will say, "Hey, Mom, when do I get to go back to the dentist?" I had one at a shopping center, and she goes, "You're not supposed to want to go to the dentist." So we've really switched the paradigm of what going to the dentist looks like. It was challenging. When I first looked at it, I thought, "Man, this is the industry that has all the bad idioms. It's like pulling teeth. It's like a root canal." That all comes from dentistry, so we really had to do something different to create the experience.

**John:** Let's go over this because I want everybody ... In your mind, as you're listening to this or you're on an audio podcast or if you're watching this on the video, what I want you to do is think of your own businesses, but it's not somebody like Emmet being real creative and coming up with it because there's a lot of stakeholders. I mean, you've got the dentist, all of the staff, teammates, and so on. You've got the clients. You've got investors, stakeholders, all this.

To build this kind of stuff, there's a little selling of the vision. I mean, coming up with ... Maybe we'll take it even a step further. Coming up with the vision, you're a financial guy in the beginning. Okay, this is creating another Disneyland. Walt didn't do that well initially selling the vision, and then you just plowed ahead. Give us a little ... Your fellow entrepreneurs are all going, "Huh, this ..." No matter whether you're virtual or you've got a storefront, there's so many different ways to bring the experience up and differentiate yourself, but give us a little of the process that you used.

Emmet: Yeah. It was getting everybody in the room, again it's the partnership thing, and saying, "Are we really committed to doing something different?" Because you start off saying, "Hey, I really want to do something different," and then it kind of gets watered down to, "Well, we do good customer service." Right?

**John:** Right.

Emmet: We really looked at ...

**John:** We're going to differentiate ourselves by doing good by our clients. I mean, that's a big value proposition.

Emmet: We just looked at every pain point within the industry. It had this huge marketing problem and these idioms, but there were other subtle things. You have dentists who get really egotistical, and they have codependent staff, and then your culture blows up on you. We knew that if we created all this really cool Disneyland, and then really what was happening on the backstage was bad, so we had to think through that. The way we solved for it was we said, "At Smile Magic, we're going to have it that the staff can fire the dentist at any time." Right? So it's really an interesting interview process.

**John:** Well, I can see the staff liking that. The dentists are kind of going, "Oh, wait a minute, wait a minute, wait a minute."

Emmet: It started to filter out into the dentists, where they said, "No, I'm good with that." Well, that's going to mean you're getting a humble dentist who likes kids, who likes the experience, and isn't scared to take that risk on, so now you have this backstage process that supports the front stage. But early on, we just started brainstorming on that, and it's amazing. When you kind of set your mind that you're really dedicated to do something like that, you definitely have blocks along the way, but you also have people who get excited about it, and they built it way bigger.

I mean, I didn't sit down and say, "Charlie Chipmunk. We're going to have this, this, this, and this." I said, "Okay, here's what we're seeing. Let's start putting ..." Then the designer said, "Well, this should be a story." Then that really took it

to the next level and the next level and the next level. So your team really starts to accelerate it when you're dedicated and committed that you want to have this experience that ...

**John:** I think one of the key things it sounds like you did, and this is what I try to do, is our job is really to inspire people. It doesn't mean you have to have the finished vision because no one has everything and can do all this, but you get your team around you. You get them engaged and that they want to make it special. I love the culture way that you did. The team, the staff gets to decide whether thumbs up or thumbs down on the dentist. That's pretty empowering because letting the team build the organization, particularly going from 20 to 250 employees, I mean, you can't do it. The senior team, I don't care how big the senior team is, can't do it all on their own to scale up like that.

**Emmet:** No. No, you can't. I'll just give you one other thing that we did that I think was a huge help. We came up with nine pillars of our values, and we said, "How are we going to help the team really be excited about these?" One of the things we wanted was gratitude in the office. Well, all of us say that. We want an office that has a lot of gratitude, right? Put your money where your mouth is, so we said, "Listen. Everybody write on a post-it note something you're grateful for about someone else during the week. On the front you write, 'John really helped me with getting the sedation done.'" Then I write my name on the back.

In the lobby, they put all these up or in the lounge area. At the end of the week, we pull them all down. We read them off in the practices, a few of them, and then we do a drawing. We call it "Food for Thought" because it started off ... Everything centers around food for me oftentimes. When they drew them out, the person who gave the compliment and the person who got the compliment both get a \$25 gift card to some food place, right? That is something we started early on, and four years later, they do it religiously every week. It really creates the right culture. I mean, you're thinking about gratitude all the time.

**John:** Rituals are so important in every business because that's really where ... Doing it once, making it a big prize, that doesn't do it. It's kind of reinforcing it, but it's

really ... What I love is you did both sides of the gratitude, too, not just the one person. No, that's a great idea.

Emmet: Two ways to win.

**John:** Yeah, two ways to win and all week you're thinking about who should you really recognize and appreciate. Having that positive part of business is so great. When you look at your business now, what are some of the gating things to growing it from where you are today? You've gone ahead, and you've created this with the team, the vision. You've been executing against it. You've been able to bring in the team members, the right dentist, and so on. What's keeping you ...? What's the biggest challenge you have going forward?

Emmet: Yeah. I think what I'm most excited about honestly is we created all of this byproduct, right? I mean, we have a call center, a billing center. The industry software, well, it still is just terrible. You can't run an AR report out of dental software because it's not meant to be as big as it is, so these are a couple of the things that we ended up creating. When we looked out at the market, we said, "You know what? Dentists have basically two choices right now. They can either kind of grind it out on their own, or there is big corporate dental that they can sell to."

We said, "What if we gave all of our backstage stuff to dentists? What if we said, 'Hey, if you want what we have, we'll let you have it.'" So I wrote a little eBook called *The Two Minds of a Dentist* because you don't want to go out and say, "Dentist, you're really dumb. You need our help." It was better to say, "Listen, there's two parts you're managing here, and it's actually really complex. One is all this clinical stuff, and the other is this business." They take this little test, and it kind of helps them figure out where they're at, and then from there how best to partner with us.

So it kind of circles back around to that partnering concept, but now I want to do it on a much bigger scale and bring all this backstage stuff to the industry as a whole and let them start scaling. If you have a dentist who maybe is at that three practices and feeling the pain or he has one and he really wants to be at five, start giving that out to the industry I think is our next step.

**John:** Oh, that's great. One of the things that you and I have talked about many times is the market giving us feedback, and you can test these ideas. Once you've gone ahead and you've got an experience that's working really well, and Emmet, you're a master at marketing, scaling it up now too and getting to 80,000 patients, well, it's not that a technician in any industry is dumb. They're actually extremely talented in their specialty, but all the business side, the getting it systematic, the experience, also getting that steady stream of clients coming to you, I mean, that's where the magic happens as an entrepreneur, and that's bringing it out. That's great. Let me go to the next segment I want to hit you up on.

What would be your fellow entrepreneurs, what would be the book that you would recommend to them?

**Emmet:** Yeah. Not surprisingly by the title after everything I said, but *The Experience Economy*, which is an older book, but just really well done around ... Experiences can't be commoditized because they're just so unique, and so if you want to kind of go past all the different parts of business, if you want to get out of the commoditized world and be a place where your competitors just are going to struggle to compete, just goes straight to experience because it's going to bring out your best thinking. It's going to bring out something to the market that's completely unique and very difficult to commoditize.

We can all think about some of our best places that have experiences. Of course, Disneyland is always used, but one of the values around experiences is you think about it before you go and you think about it after you go, and so people talk about it later. They feel value from it later. Anyway, I think the book does a good job of laying the case.

**John:** It's one of my ... I'm going to put it up again, Emmet. It's one of my favorite books, and Joseph Pine, I'm really impressed with his work. This is not limited to children, dentists, or Disneyland. I mean, we've all stayed ... Probably most of you have stayed at a high-end hotel, a Four Seasons or a Ritz-Carlton, that type of thing. You've gone to events that you look forward to because they make them really outstanding events. You have hopefully some vendors, some partners you're working with that do this, too.

It's just really amazing the difference when you ... because almost everything in today's world can be commoditized, but if you start thinking about the experience, particularly over the first 90, 100 days, what it's going to be like and mapping that out, so valuable. Let's go to the next one, and this is the application of the day. Emmet, what are you thinking on here? Your smart phone, the application you'd recommend to your fellow entrepreneurs?

Emmet: Yeah, I'm going to stay with the experience concept. I love Uber. I think that the way they thought through a very simple concept is truly taking the world by storm. It's a good example. It's not just a great app to use, which I love using it, but I think it sets an example of how can we simplify our business, provide more transparency, like the ability to see where the car is in coming to you. I mean, people want that real-time information. They want that relationship. Of course, software programs like Salesforce, ONTRAPORT, Infusionsoft, all of these are doing things to help automate the experience, to create better transparency, more information. I think there's things we can learn from Uber and then try to figure out how do we do better transparency, easier use within our own business.

**John:** Ah, that's great. Let me go to the last segment here, and this is resources. I want to bring up your websites and just real quickly have you comment. The very first one is CommunityDentalPartners.com. This is kind of your parent, I mean, the main company here.

Emmet: Yeah.

**John:** Tell me what it is there.

Emmet: Yeah. Dentists can go there. They can download the eBook, take the test. They can also just kind of see what our culture is about as far as supporting them and building out their practice dreams and how we think about protecting their unique experience that they're trying to bring to patients and how we can be the backstage [crosstalk 00:33:49].

John: I love thinking about front stage, backstage when we're talking about the experience. It's so powerful. I'm going to next, your next website I have for

MySmileMagic.com. I smile even as I say that, Emmet. What do we have here?

Emmet: Yes. If you want to see the practice, you can click on the media link. I think there's connections to some of the pictures. Maybe it can be just inspiring on different ways that you can think outside the box, even when it's a dental practice.

**John:** I also want to point out, I found when I was getting prepared for our call, you also have a YouTube channel. You've got some videos there of the Grand Tour, so they can get a look at ... You're painting the picture, but they can go ahead and actually look at it type thing.

Emmet: Yeah, absolutely. Again, hopefully, that just provides some inspiration on thinking through their customer experience and are there little things that they could put together that would make it kind of a step up, because if you look at individually, it's pretty simple ideas, but when you pull them altogether, it creates something pretty amazing.

**John:** Okay. Let me share with you what I got out of this. The key takeaway, as I'm looking at my notes, and I'll tell you one thing: I keep on getting reminded over and over again that business is business, but we should look outside our industry to actually see how it's being done because, so often, we think we have this unique business that nobody else has and so on. There's so many lessons to learn. I mean, that's why we have AESNation.com is to do that. Emmet, you've done a phenomenal job.

Second is that we really want to understand partners. You gave the example of the accounting side, and you've done ... With dentistry, you want to be a great technician. You want to serve your clients well. One of the biggest challenges is marketing. You didn't sign up ... I don't know in dental school whether they do much teaching of that.

Emmet: No.

**John:** My guess is not much at all, the entrepreneurship of being a dentist. To find the right partners who that aligns with, that they can have this great practice,

have fun doing it, have a great enrolled team around them to serve their clients well and you take care of the backstage part, I mean, that's big. Then I really love, I love Uber. I'm getting back to liking travelling just so I can hit the Uber button type of thing, but I love experiences. I love great experiences. Most people do, and The Experience Economy, I read that. I mean, it's a great book to get you thinking. Look around you and, boy, incorporate it into your practice.

Emmet, I want to thank you again. You've really brought ... It's easy to go, "Geez, a dental practice, that's not very exciting." Well, you've made it very exciting, very successful. You're making a difference and not only with the 80,000 patients you have the privilege of serving, but now even expanding and making it available to other dentists so that they can have their backstage, as well, really sings, so a job well done.

Emmet: Thank you. Thank you very much. Thanks again for having me on the show. It was great to share and be a part of AESNation.

**John:** Well, I appreciate it. For everyone that's watching or listening to us, none of this is valuable unless you go out and execute. Remember, you can go to AESNation.com, and we'll have all the show notes, the transcriptions. Whatever podcast gets the most downloads that week, we're going to feature in a column that we're just getting at the Huffington Post in the business section. There's a lot of good things, but the key is execution. We want you to take these key takeaways and incorporate them in your practice. Your clients, your future clients, all those future partners, they're counting on you. Don't let them down. Wish you the best of success.

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