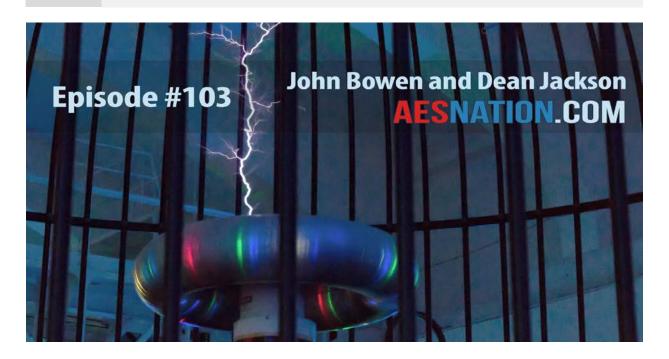


# AESNATION COM

EPISODE 103

#### **Dean Jackson**

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Dear Fellow Entrepreneur,

We are thrilled that you have joined us here at AES Nation, where we're dedicated to accelerating entrepreneurial success—your success.

We hope you find this transcript to be a valuable supplement to the podcast and encourage you to share it with like-minded entrepreneurs in your network.

In addition to our five-times-a-week interviews with leading entrepreneurs, keep in mind that we have plenty of other resources to help put your success on the fast track:

- Our monthly live, interactive webinars co-hosted with Dan Sullivan of Strategic Coach feature today's top entrepreneurs. These are world-changing entrepreneurs who have the insight to help transform your business.
- Our virtual conferences showcase business leaders and experts in elevating your success and your life. These one-day online events give you access to the in-depth presentations and interaction that you'd get at a live conference from the comfort of your office or home.
- The AESNation.com weekly newsletter will always keep you on top of the latest interviews and events. Sign up here.

Thanks for being part of the AES Nation community. We'll see you online.

Best of success.

John Bowen

Co-founder, AES Nation

John J. Bowen JE.

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John Bowen: As entrepreneurs, we want to scale up and build great businesses. One of the biggest challenges though, is how do we grow it? We've got this great client experience or widgets that we're doing, and we want to get the rest of the world to know where we are and more importantly, come raise their hand and then work with us. I have the person you've been looking for. He is not only a serial entrepreneur, he is a marketing guru. I've gotten to know Dean Jackson over the last five years. We're in a number of mastermind groups together. He is my go-to person on getting ideas and ideas are so valuable. We're going to talk about that. For everyone of the successful entrepreneurs here at AES Nation, if you want to accelerate your success, scale up tremendously, you don't want to miss this. Stay tuned.

I'm so excited to have you here with me today. You and I, we're at Joe Polish's Genius network. We're at Strategic Coach. We're at [inaudible 01:29] meeting together. I want to share you with our viewers and listeners because you are to me really one of the guys I feel very privileged to be with. You understand marketing like no others. Thank you for joining us.

Dean Jackson: Same, happy to be here.

John: Dean, one of the things I want to do, AES Nation is all about successful entrepreneurs really scaling up. You've got a lot of marketing juice, if you will. I want to have you share a little bit of your back story because you have really time tested over the years and you've done it too. It's one thing to give advice, but you're going it. Maybe give us a little background on how you got into all this.

Dean: I say it now, it's all been an evolution that I've been working on this framework that I have for 25 years now. The first ten years were unconsciously and the last 15 years have been consciously. I started out as a real estate agent. I was so lucky that it's an entrepreneurial thing where you're in the results economy and you're rewarded. The better that you do, the better you do. It was just a tremendous laboratory for me for developing marketing ideas. One of the big turning points for me was reading Michael Gerber's book, The E-Myth, when it first came out. I got that concept of the duplicable model, franchise prototype. That concept just resonated with me so much.

I immediately started applying that to my real estate business and starting creating and packaging all the real estate marketing ideas that I was using in my own business so that they could be duplicated 5000 times. That was really the beginning of everything. Some of the things that I did then are still creating recurring revenue now. It's just been this big collection of continuing to add to these packaged processes. I started packaging up all the things that I was doing in my real estate business and licensing it to other realtors. I started out in Toronto at Halton Hill. It's just about an hour outside of Toronto. I created a guide to Halton Hills real estate prices, which was something that I would advertise to find buyers.

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Then I packaged up that system and I created a guide called 40 Great Places to Live Within an Hour of the City. I licensed that whole system to 40 different real estate agents. That was the first syndication that I did. A lot of those realtors that I worked with to create that guide are still clients of our money making web-site business now. Everything has just evolved from that one concept of creating something that can be duplicated.

John: It's funny as you're saying that, because I grew up, as you know, on the financial advisor side and really working with very successful people in Silicon Valley. What happened was I read Michael Gerber's book. I took it to my partners and I said, this is just so deliberative.

Dean: We should do this.

John: And we did. We built a couple of billion dollar advisory businesses and a 25 billion dollar advisory business. I became friends with Michael as well. It's one of those things that I think sometimes we forget. It's not only really being able to deliver a great experience, it's not only scaling up, but you've got to have the systems in place to make this repeatable. Dean, one of the things that I love, because you did this all in real estate, but you're now helping entrepreneurs from so many different niches because marketing is marketing. We're still working with the same clients, customers. These methodologies that you have have just taken off.

Dean: Because part of it as you're developing as a marketer, I started out as a real estate agent, packaged it up, started licensing the things I was doing to 40 real estate agents, partnered with Joe Stump to build By Referral Only, which was a big coaching organization for realtors where we're helping 5000 realtors with the same systems. All the way along, you start learning and applying marketing to a business that now is two or three pieces removed from actually helping the front line people. You're creating something that now we have to attract realtors who are trying to attract buyers and sellers. You've got a whole business evolution there. You learn different data.

John: The market is very good about giving us feedback of what's working and what isn't working.

Dean: Exactly.

John: One of the things, Dean, how did you get hooked up with Joe Polish? I met you...

Dean: That's a great story because Joe and I, we have such parallel paths. For people who don't know Joe Polish, and I do the I Love Marketing podcast and ILoveMarketing.com. We've got listeners and meet-up groups all over the world. We've had almost 200 episodes of the podcast now. Joe started out same time that I did, but instead of starting out as a realtor, he

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was starting out as a carpet cleaner and was learning to package the things that he was doing in his carpet cleaning business to teach other carpet cleaners. When we met was when we were growing our info-marketing businesses. I was helping realtors. He's helping carpet cleaners.

We met through Dan Kennedy actually, somewhere around 1994 of 1995, so 20 years. The paths that we've had there have just been so parallel. We've remained good friends for those 20 years. Then in 2011, we decided to do the I Love Marketing podcast together to really just package or record the conversations that we've been having for 15 or 16 years at the time.

John: I was there as you were doing it. I was in the Genius Network. I remember you guys saying we're going to start a podcast and just talk to each other. I'm going how is that going to work? It's worked pretty well.

**Dean:** It's worked pretty well because we have really great conversations.

John: This is one of the things that I think sometimes we get caught up in creating content as entrepreneurs. We understand the power of content and marketing, but some of the insights and Dean, I've shared with you, when I go jogging or I'm working out, yours is one of my favorite podcasts because there's just so many insights going back and forth and guests you have and lessons to be learned no matter where you are.

**Dean:** I think part of thing is, John, that we're providing field reports. It's not book reports. We're just not learning stuff and presenting stuff. We're actually doing it every day. We're out. We're continuing to learn and we all can develop as marketers ourselves.

John: What I love, and you and I have been in enough meetings that I know enough people are coming over to you, giving you hugs and thank yous for some of the ideas that they've been able to execute on in the various parts. We'll talk about how you provide these services. It's a big deal. I'd like to go and talk about because marketing has got, we're not sure, many of us as entrepreneurs, how to leverage it, particularly as we start having success. In today's world, it's confusing as heck because we've got so many outlets we can market and all these social media and paid traffic and direct mail and everything else.

We know if we hear of all this success. How would you start thinking about for somebody? Most of the entrepreneurs here are between five and a million of revenue and maybe a quarter of a billion dollars of revenue. They're having success, but they know they're capable of a lot more and they're frustrated, particularly when they look over to their buddies who are doing a better job at marketing and at least in their mind, don't have as good an experience. How do you start helping somebody like that, Dean? Think about it.

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Dean: Just like what you said earlier, there's so many things that we can do. A lot of times, entrepreneurs get caught up in just doing the new thing and running over here and doing this thing. They're focused on all of this content without an overriding context. What I've focused on is developing a context, a marketing operating system that's universal, it applies to all businesses, but manifests differently in a chiropractic business or a manufacturing business, but they still have the same overriding context. What I do, the way I look at it, is to break a business into three distinct units that we call the before unit, the during unit, and the after unit.

Just briefly, the before unit is if you can imagine it as a separate unit of the business that's only responsibility is to find people who want to do whatever it is that your main business does. The during unit is the unit of the business that actually delivers the result that you have, whether it's manufacturing business, a restaurant, a retail environment, whatever it is. While people are consuming whatever it is you do, that's all part of the during unit. Then the after unit is about nurturing lifetime relationships with the people that already know you, like you, trust you, that have already done business with you and to nurture that lifetime relationship and orchestrate referrals.

If you look at each of those units, just overlaying that on any existing business and drawing those lines and looking at the metrics separately, you can use it, both diagnostically to see where the opportunities are, but you can also do it to see how the business is doing right now.

John: I love this. It's been very useful for me. I use it actually with my group now. It's clearcut. It's very straightforward. One of the things we were talking before we turned on the camera and you had brought up, John, you know, talking with these successful entrepreneurs, just one idea you can leverage. I was sharing with you, I've leveraged many of the ideas, Dean. I owe you many dinners, any city you want with your ideas and then some. Because you can execute on these. I want to go to the before unit and start talking, what are you seeing successful guys who are running really hard? Maybe let's talk about the things that they're struggling with that they shouldn't struggle with. Maybe they're making some costly mistakes.

Dean: I think if you don't mind to start with identifying where the mistakes arise, it starts in the during unit. Everything radiates from the during unit. Whenever I'm going into any situation and look at it and I say let's just break it down here to what is the result that you are the best in the world at delivering? If you can define what it is you do, if the result is that you have restaurant concepts and the result is that you create magnificent environments with terrific food and people love that, that's the during unit. That's what you do.

If you're a financial advisor, that you help people create plans that will beat the S&P that will protect their money that will grow their wealth, that will do whatever it is you do. When you look at that and you really define crystal clear what it is that you do, and asking yourself this clarifying question of what would you do if you only got paid if your client gets some result?

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That really, even if you don't say it out loud and I don't recommend that people say it out loud at first, just silently and ask yourself and say what would we do if we only got paid if our client gets a result, helps you identify what the result is that you're confident in being able to deliver.

It also helps you start to narrow down the particular types of people that you can help the best because the first thing that you're going to do, if you're even entertaining that thought of I'm only going to get paid when they get a result, you're going to want to stack the deck in your favor that you're only doing to help people that you know that you can get the result for. That is the driver of what you're going to build your before unit on. You're going to build the before unit on identifying who is you're ideal target audience first. Just pick one of those people. That's going to really drive it.

John: I love it, Dean, because what happens is so often we get caught up where we're the best at whatever it is that we do and we can't even explain what it is we do. Then if we had a guarantee that we were going to get results, that's a while because all of a sudden now, we want to gain the system as you said. We want to get really clear we can serve these people, they'll get these results. More often than not, once we've told somebody that we're great, what I find so many entrepreneurs do, is they starting about the process.

Dean: I agree with you 100%. They start diving into now. We've got to do Facebook. We've got to do print ads. We've got to pay per click and SEO and all these things that are not really as useful until you know the context of why you're doing them. When I get people to identify what the result is, who the ideal client for that result is, and then two things. What your capacity to deliver that is, what is how many can you help? Are there constraints that you're dealing with? If you're a restaurant, the physical constraint would be that we only have this many seats. If you could fill it to the rim, then that's great.

If you're selling digital products or something where there's no physical constraint, then you've got an open runway. When you figure out how many you can help and how much you can afford to pay to get them. I always look at the before unit, I look at as a vending machine. If you could set it up like a vending machine, if there was some magic button maybe. Peter can figure out. Maybe they can figure this one out. If you can describe your ideal target audience and how much you can afford to cheerfully pay to line them up at the door of your during unit, that's where now we've got the context to start figuring out what's the best way to get those people for that?

John: Dean, I think every entrepreneur, I look at it and I even think of it almost as a slot machine that I know is going to win every time because if I know that my client acquisition cost is X and I can make 2X, let's make it even, I might keep on pulling the machine.

**Dean:** That's exactly, I use that analogy a lot. Most entrepreneurs...

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John: I probably heard it from you first.

Dean: Like a slot machine, where it's unpredictable. They put it in. Sometimes they win, sometimes they don't, but...

John: I want the slot machine that, now I get it, I want it to work every single time.

Dean: ... the money in and you get what it is. If you could picture a [inaudible 19:29] on the vending machine that says I want, if your target audience is somebody with a five million dollar net worth who is three or five years away from retirement, if you can define that, and you say that I'm willing to spend, who much would you think they would be willing to spend? One thousand? Three thousand?

**John:** A couple of thousand dollars pretty quickly.

Dean: Absolutely. If you'd say every time, if I could set up a system that every time I put in 2500 dollars, I get one of these guys as a client that's going to be worth 25 thousand dollars up front and then ongoing to me, that's the predictability that you want and that's what we're really ...

John: One of the things, working with you and others, Dean, that has been my big surprise, I usually do the marketing like this, you lick your finger and see the way the wind is blowing. Financial services was profitable enough that we could spend money and overall it would work. Then all of a sudden, I'm going to call direct response people, and really it's a results orientated marketing, is that with today's world with all the digital tools, you can actually do everything we're talking about and get it to the penny. It's not even that hard to do.

Dean: Absolutely, yeah. That's what's so great. When you define what that is and you imagine it as you own the before unit that's only client is you, your during unit, that their whole task is to deliver as many as you can, as many as you have an appetite for or capacity for, that they're delivering them to you for the cost that you find acceptable.

John: The nice thing in today's world is so many people are doing it poorly that you can make a pretty good margin and arbitrage the difference between the cost of acquiring a client and delivering that service and deliver tremendous value to them and the market rewards you for that. Let's go what we want, everybody listening here is to have an unfair competitive advantage. You call it dominating the market. That's what we want to do. We've got to know who the market it. What I'm hearing from you is we go and we take. We've got clarity on our experience. Then we're gaming the system because we want to have great results, so we're going to identify the clients, the experience.

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Then we're going to go out and we're going to be fairly neutral to what tools or message that it's going to take to generate that client. Then, what do we test, Dean, to come up with the right formula because there's so many options out there.

Dean: That's part of the thing. I look at it that you're under that before unit. Once you've identified who that target audience is, the next thing we want to do is we want to compel them to raise their hand, to start a conversation. We have to really understand what is driving them? What is it that they really are searching for? If they're searching for something, even better than if we have to go and convince them to be searching for something. We want to tie in with what they already have on their mind, what's already on their radar that they're searching for. Getting in front of them, it's the difference.

I always look at if you can find visible prospects versus invisible prospects, it's sometimes easier, if you can get a list of your ideal audience. For us, it's easy to get a list of real estate agents. That's our ideal target audience. For real estate agents, the list of people who are thinking about buying a home is an invisible list. You can't get a list of somebody who is thinking about doing something. You have to get in front of the ones who are and get them to raise their hand by having the compelling advertisement, the compelling offer that gets them to say I want that. By saying that, they're identifying themselves as somebody who could be an ideal prospect for you.

Now you start educating and motivating those people. I separate the two. There's a difference between compelling and convincing. Most of the time when people start doing advertising, the thing that they're trying to do is convince people rather than just compelling them to raise their hand. Then spend all your time then convincing the now visible ones.

John: They've made themselves visible. They've raised their hand. What I love about this, Dean, is I think that separation of convincing, people are trying to sell right from the beginning. Marketing to me is creating an environment conducive to selling. The way you do that is starting a conversation and getting people that are telling you that they're interested in the results that you can get to raise their hand that you can start a conversation. Every entrepreneur here, it's almost we have to be careful we're not drooling, because that's it. That's what we really want to do.

Dean: I agree 100%.

John: Let's take it. We've got the before unit. We're going to have something and we're going to stop trying to be convincing. We're going to really identify the market segment we can best serve, we can get the results for. We're going to go ahead and craft a very compelling offer that's consistent with the results that we're going to get to start a conversation. We're going

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to facilitate that conversation through the during unit as we deliver the experience. It goes without saying, you've got to deliver a great experience because...

Dean: You do. You have to be able to get the results. This is where asking that clarifying question of what would you do if you only got paid if your client gets the result because if you can't deliver the result, that's going to be the limitation to growing your business successfully. No matter what, even if you don't overtly guarantee the result, you still have to get the result for people. You can't hide from that. No long-term sustainable growing phenomenal business is able to do that and sustain that growth without being able to deliver the result.

John: What we all want is referrals from our existing clients or introductions, whatever we call it.

Dean: Absolutely. That sets it all up.

John: If you can't deliver the results that you promise, they're not going to share you with their friends. On the other hand, if you do, they want to share that experience because it's been invaluable to them.

Dean: That's right.

John: Dean, tell me about in the after unit. One of the things that we talked a little bit about is the lifetime value of a client. How can we use marketing then through these three steps to really maximize the return on investment?

Dean: Here's the thing is that what you've got, the opportunity that you have in your after unit is you're on the right track, just thinking about it as a metric. I call it return on relationship. Right now, you've got some number of people, every business has this, some number of people who are currently in your business if it's an ongoing recurring type of relationship or financial advisors might have clients, money under management, or whatever it is, people who already know you, like you, and trust you. That group of people, you've got two opportunities to continue to add and serve and develop new ways to add value to them and you've got the opportunity to orchestrate referrals from that group of people to introduce new people into your business.

We look at it in the real estate world, this would work in the financial advisor world, is looking that I like to think of it as managing your relationship portfolio for a 20% annual yield. For most real estate agents or financial advisors, where you're in that personal service type of business where you have a personal relationship with people, most people know or have those kind of relationship with maybe 150 people, whatever the number is that people know you and have that relationship with you.

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You're looking at managing that relationship portfolio as a valuable asset for a 20% annual yield that means that one time in the next five years that somebody either does another transaction with you or refers somebody to you. That's all it takes to get a 20% annual yield on that relationship portfolio. The numbers on that are just huge.

John: It's really the best way of growing your business. I want to encourage everybody to really download the transcript and just read this a few times because it's such a simple concept, but I've got to see over and over again, entrepreneurs aren't doing this. One of the things that I hear, Dean, is that they struggle with I get it now. I've got to do some messaging, but I'm not sure how. I want to go to the next segment, which is [music 30:00]. I love doing thought leadership pieces. I do a lot of them. I think you do more of them than I do. You create the systems and process to do it.

I'm going to pull up for the viewers who are not listening, but are watching the podcast, Dean, your 90-minute book because I think this is a big breakthrough of what entrepreneurs can do. Maybe just talk about how you're doing it and what you're making happen here.

Dean: In the before unit, one of the things that is the most compelling thing that I've ever seen in terms of opt-in rates or generating new leads is to offer a book. I've known that for years. I've done lots of books like that for myself, but then we set up an organization that helps entrepreneurs write books in just 90 minutes of their time. I set up that process for me where we do transcriptions of talking, of interviews that are just so easy to package as a book. That whole process of realizing that in marketing, when you're using a book as a marketing tool, the things that I've discovered that make it valuable are you've got to have a book, you've got to have a title that upon reading it, the person that you want to be in a conversation with says I want that book.

You've got to have a way for them to get it. Now, when you get those three things in place, it does not matter, they don't know or care whether a book is 50 pages or 250 pages when they're asking for it. What they're making the decision on is that you've offered them a book and it's got a title that they are interested in. It's just amazing. It's life changing because when people ask for a book, I don't care whether they ever read it and neither should anybody who writes a book care whether they read it because the reality is they're not going to read it. I've been asking, it's so funny. We offer this 90-minute book and the 90-minute book is created using the exact process that we use to create books for other people.

I've been just anecdotally asking all the authors that we go through the process with to help them create a book. John, 80% of the authors who we've helped write books, who downloaded the 90-minute book and decided to hire us to do the 90-minute book for them, 80% of them never read the book. It doesn't matter. They saw it, they get it, I want that. Sign

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me up. It's just that kind of thing. That's the way that you need to look at it. That's the way your clients are going to be too. Your ideal clients, if you hit the right chord, if you resonate with them, then just asking for it, as soon as they ask for it, the book has done its job. It's gotten you in that conversation with an otherwise invisible prospect.

John: It's so powerful and easy to do. That's why I wanted to bring it up. I do every week in one of my businesses in the financial services side, we do webinars with financial advisors. Almost always one of the downloads are available as an E-book. Same way if you got AESNation.com, we have an eBook called The Accelerator. That's 20 podcasts over the last 90 days. These types of things, really hundreds and thousands of people raising their hand for our various businesses through this. I want to encourage everyone. Let's go to the next segment, which is [music 34:19] The App of the Day.

Dean: I love the sound.

John: I know. We spare no money here. Dean, what are you recommending to your fellow entrepreneurs for an app on your smart phone?

Dean: I love Win Streak. I love Dan Sullivan's app, Win Streak.

John: Let me just pull it up. You can get a free download obviously from app and also from the android store. Why do you love this?

Dean: As entrepreneurs, we've got to be positive focused. You've got to keep that momentum going. I just love the thought of ending the day with thinking a positive focus of what were your three wins today? That's such a great way to end the day. Then to think and project forward of what are my three wins going to be tomorrow? It's a great way to end the day. As you're going to bed, you set your mind on a positive intention for the next day. It's just so simple. It's part of the ritual of shutting down my phone for the day. As I'm winding down, I don't even keep the phone in my room now. I moved it out because that was something I heard from somebody to...

**John:** Arianna Huffington told us we couldn't have it in the bedroom.

Dean: Part of that shutting down process is I do one final check of everything and then I spend a couple of minutes and think what were my three wins? What are my three wins going to be tomorrow? Shut it off and off I go.

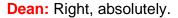
John: I love the title, Win Streak too because my doing what you're doing, you're creating that win streak. It doesn't mean that there aren't some negative things that happen in a day, but there's a lot of positive things in every one of our days.

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**John:** Let's go to next is resources. I want to hit on two that your [sound 36:28]. One, I meet so many fellow entrepreneurs that are joining you, let me pull it up here, on your breakthrough blue print program. You're knocking it out of the park. What is this? This is at breakthroughdna.com. Again, we'll have all the links at AES Nation. Dean, tell us a little bit about what you're doing here.

Dean: That's where, I mentioned the framework, the architecture that I've been creating. It all revolves around that breakthrough DNA process. I call it that because the eight profit activators that we talk about in the before, during, after are like little DNA cells. They're universally present, but they manifest differently in every business. Creating that architecture, that framework for people, giving them a systematic way to think about breakthroughs gives people a common language. I've been doing live events all over the world where I'll do 12 people in a board room style event and go to London and Sydney. Most of them I do in Orlando and Toronto.

Spending time architecting breakthroughs for people using that same system. There's video on that breakthroughdna.com web-site that's a one-hour video that does a really great job of introducing that concept. Then of course, the book, The Breakthrough DNA book, they can download that right there, Breakthrough DNA.

**John:** I'm definitely encouraging all of you to download, take a look at the video. Dean is a master. I've had the privilege of sitting next to him in many meetings and he's been kind enough to provide me a little guidance over the years. I see so many other entrepreneurs that Dean is the marketing guru in a group of marketing experts. The other thing that I love and it's a fun project that you and Joe did on bringing out marketing. Let me put it up on the screen, but tell the listeners and viewers, this has taken off a bit from let's record our conversations.

Dean: The I Love Marketing podcast, it just brings me joy. It's one of those things. Joe Polish has this idea that business should be easy, lucrative, and fun, elf business. That's really what the I Love Marketing podcast is. We've been friends for over 20 years now. We have these great conversations. We have, I would describe it as the perfect balance of respect and disrespect for each other. We don't always see things exactly the same way, but that just adds to it I think. What we do, we do bring out the best in each other in that kind of an environment.

Joe is just a phenomenal marketer, phenomenal networker, better than anybody in the world that I know, in this world anyway, in the business network direct marketing world. We just have a great time. We've had great people. We've had Tony Robbins on twice, Richard

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Branson, John Paul DeJoria, all the best-selling authors you can think of. Its 200 episodes closing in on.

John: It's phenomenal. Dean, let me go to the last segment, which is [music 40:27]. I just want to share [music 40:28] some of the key takeaways that I have. I've got a few pages of notes. I've heard most of this before, and I hope everybody listening and watching is getting this. There's so much. The simplicity of if you've already got a successful business, the value of ideas is just huge. I think for me a good idea, as a matter of fact, I don't execute on an idea unless I think it's worth at least 500 thousand dollars. For each of us, we've got to have some filters on this, but there's so many good ideas that were just dropped all over the place by Dean.

The big thing, though, that I want to focus on is the before, during, and after. Dean, I would encourage everyone to go to the show notes and to really spend some time in thinking about what am I doing to who to get the results that I want? You'll get clear on the audience that you're going to do. I love the analogy that Dean had of that guarantee. You may not say it out loud. You might not put it in your marketing, but I'm guaranteeing the results. Who are you going to work with, the game system? How are you going to create the compelling message to motivate them, to inspire them to raise their hand to take action with you, to explore whether you're the right one to help them delving that great experience so that you're referable?

Then the after unit, to really recognize the true value of relationships. Dean, this is so valuable. I want to thank you for taking time with us today. I want to encourage everyone out there, your clients, your future clients are all counting on you. Go out and execute. Best of success.

Dean: Awesome. Thanks.

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John Bowen Founder and CEO

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